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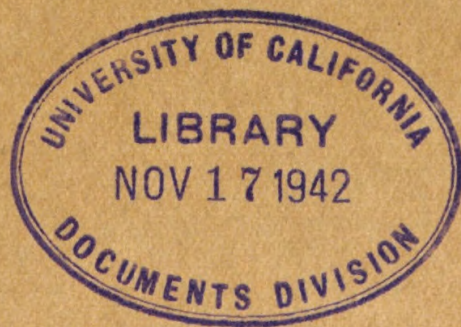
*U.S. Dept. of Army*

**WAR DEPARTMENT**

**TECHNICAL MANUAL**

**SPECIAL SERVICE OFFICER**

**May 12, 1942**





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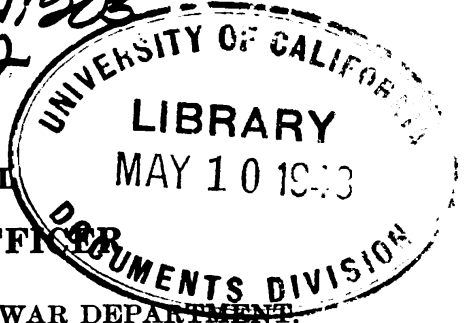
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1942



TECHNICAL MANUAL

SPECIAL SERVICE OFFICER



U.S. - WAR DEPARTMENT,  
WASHINGTON, April 12, 1943.

CHANGES }  
No. 1 }

TM 21-205, May 12, 1942, is changed as follows:

**38. Division special service section.**—The division will require a substantial special service section, inasmuch as it is the focal point for policy, administration, and operation of many morale activities. Tables of Organization provide for a special service officer and an assistant special service officer, as well as rated enlisted men capable of organizing various morale activities, and enlisted clerks capable of handling administrative and correspondence details.

**39. Division special service officer.**—In general, the duties of the division special service officer include—

- a. General supervision of all morale activities within the division.
- b. Supervision and coordination of information and orientation programs within the division.
- c. Maintenance of contact with unit commanding officers and regimental special service officers within the division.
- d. Coordination of unit morale activities.
- e. Recommendations for allotment of W. E. M. A. or other available special service funds.
- f. Administration of and correspondence relative to morale activities.
- g. Recommendations relative to War Department theaters and exchanges serving troops.
- h. Coordination, promotion, supervision, and preparation of schedules for interunit athletic activities.
- i. Responsibility for division athletic equipment, fields, and facilities.
- j. Management of division athletic teams.
- k. Promotion and supervision of recreation activities within the division, including amateur dramatics, dances, education programs, and such other activities as are considered appropriate.
- l. Cooperation in collecting and securing publication of division news.





*m.* In cooperation with G-2 and the post special service officer, assist in furnishing talent for radio activities in which the division is interested.

*n.* Responsibility for recreation facilities and special service equipment, and the necessary supervision to assure equitable distribution of same within the division.

40. Assistant division special service officer.—Normally, the assistant special service officer, in addition to his duties in division headquarters, will be assigned responsibility for stimulation and coordination of special service activities in nonregimental division units.

[A. G. 062.11 (2-9-43).] (C 1, Apr. 12, 1943.)

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,  
*Chief of Staff.*

OFFICIAL:

J. A. ULIO,  
*Major General,*  
*The Adjutant General.*





TECHNICAL MANUAL }  
No. 21-205 }

WAR DEPARTMENT,  
WASHINGTON, May 12, 1942.

## SPECIAL SERVICE OFFICER

### PART ONE

<b>CHAPTER 1. General.</b>	Paragraphs
<b>SECTION I. Introduction</b> -----	1-3
II. Purpose-----	4-7
III. Responsibility-----	8-10
<b>CHAPTER 2. Special Service.</b>	
<b>SECTION I. Historical background</b> -----	11-16
II. Purposes-----	17-18
III. Functions-----	19
IV. Control and coordination-----	20-23
V. Organization-----	24-28
<b>CHAPTER 3. Organization and personnel for morale activities—         Functions and duties.</b>	
<b>SECTION I. General</b> -----	29-34
II. Tactical organizations-----	35-40
III. Army Air Forces-----	41
IV. Corps area organizations-----	42-45
V. Office administration-----	46-49
<b>CHAPTER 4. Factors affecting attitudes and actions of troops—         General.</b>	
<b>SECTION I. Morale and welfare</b> -----	50-53
II. Effect of civilian morale on military forces----	54
III. Importance of the individual-----	55-56
IV. Relation of training to combat morale-----	57-58
V. Discipline and drill-----	59-63
VI. Individual factors-----	64-70
VII. Informed patriotism-----	71
<b>CHAPTER 5. Medical factors.</b>	
<b>SECTION I. General</b> -----	72-76
II. Venereal disease-----	77-81
III. The potentially maladjusted soldier-----	82-88
<b>CHAPTER 6. Subversive influences</b> -----	89-101
7. Personnel classification system-----	102-110
8. Evaluating morale factors-----	111-119
9. Morale methods and influences-----	120-123

## PART TWO

	Paragraphs
CHAPTER 10. Theater of operations activities.....	124-125
11. Maneuver activities.....	126-130
12. Army transports.....	131-132
13. Outlying bases and foreign stations.....	133-134

## PART THREE

14. Welfare .....	135-140
15. Athletics .....	141-152
16. Dramatics .....	153-167
17. Soldier publications .....	168-175
18. Music .....	176-193
19. Arts and crafts.....	194-199
20. Radio activities .....	200-203
21. Educational activities.....	204-208

## PART FOUR

22. Coordination with civilian agencies.....	209-211
23. Coordination with chaplains' activities.....	212-213
24. United States Army Motion Picture Service.....	214-217
25. Army exchange activities.....	218-222

## PART FIVE

26. Service clubs and guest houses.....	223-225
27. Libraries .....	226-236
28. Hostesses and librarians.....	237-250
29. Notes on morale activities.....	251-254
30. Recreation camps.....	255-257
31. Facilities and construction.....	258-268
32. Recreation and service buildings.....	269-280
33. Arts and decoration.....	281-286
34. Funds .....	287-293

APPENDIX. List of references.....	Page 162
INDEX .....	165



## PART ONE

## CHAPTER 1

## GENERAL

	Paragraphs
SECTION I. Introduction .....	1-3
II. Purpose .....	4-7
III. Responsibility .....	8-10

## SECTION I

## INTRODUCTION

	Paragraph
Planning .....	1
Morale of troops in training .....	2
Supplements to training program .....	3

**1. Planning.**—Good morale and a sense of duty in a command cannot be improvised. They must be thoroughly planned and systematically promoted. They are born of just and fair treatment, concern for the soldiers' welfare, thorough training in basic duties, comradeship among men, and pride in self, organization, and country. The establishment and maintenance of good morale are duties incumbent upon every commander, and are marks of good leadership. Continual appraisal of the state of morale within a command is important and provides the indications for morale activities. Good morale does not imply the absence of hardship, but is sometimes demonstrated in the ability to perform under conditions which may be physically adverse and unpropitious. Troops understanding and feeling the need respond like soldiers whether this be to the demands of an exercise on the drill field or a winter at Valley Forge, an offensive in the Argonne, or a fight on Bataan Peninsula. On the other hand, needless demands, restrictions, hardships, or deprivations aggravate discord and disaffection.

**2. Morale of troops in training.**—Morale of troops in training, unstimulated by combat conditions, requires special considerations and standards. The military policy of the United States, the need for selective service, and the importance of training must be made ap-

parent to every soldier. The procurement of matériel goes hand in hand with the training of the soldier. This may produce a feeling of marking time, reflected in symptoms of impaired morale. Here, frank explanation may be the start to restoration of a right spirit of service. Every effort to make training realistic, productive, and understandable produces dividends and should include an explanation of *what* is to be done and *why*, with emphasis upon the purpose and importance of each soldier's part in the team.

**3. Supplements to training program.**—A soldier may consider his service in the Army as temporary and may not willingly abandon or minimize his peacetime civilian standards or ambitions. This need not make him a poor soldier. Leaders may well capitalize these qualities. Recreation and welfare programs may supplement training and in so doing develop important military attitudes and attributes of the individual and group. Such programs should be planned and developed in this light. The alternation of work and recreation prevents men from becoming "stale." Soldier participation in planning and executing leisure-time activities assists in maintaining good morale.

## SECTION II

### PURPOSE

	Paragraph
Suggestions and background material.....	4
Successful methods not superseded.....	5
Latitude and adaptation.....	6
Interpretation.....	7

**4. Suggestions and background material.**—The purpose of this manual is to describe the normal functions of the special service officer and provide a comprehensive view of those elements which influence morale. In addition to suggesting activities and operations, some background material relative to their development, purposes, and objectives is included.

**5. Successful methods not superseded.**—The plans and procedures outlined herein are not intended arbitrarily to supersede successful methods, but rather to offer commanders ideas and suggestions for full utilization of personnel, facilities, and equipment available for morale activities.

**6. Latitude and adaptation.**—Inasmuch as local conditions vary in the areas to which different components of the Army are assigned, this manual is more suggestive than detailed. Latitude in adapting suggested programs should be maintained.



**7. Interpretation.**—This manual will be interpreted in the light of MR 1-10, Morale; FM 100-5, Operations (ch. 3); FM 100-10, Administration (ch. 8); and current Army Regulations.

### SECTION III

## RESPONSIBILITY

	Paragraph
Recommendations and action.....	8
Improvise when facilities insufficient.....	9
Special staff officer functions.....	10

**8. Recommendations and action.**—A state of war and the subsequent placing of the Army upon a war footing increase the responsibilities of special service officers. Problems which may not have been anticipated during peacetime training will undoubtedly arise. Special services officers must be alert to recognize and be prepared to recommend the remedial action necessary to meet changing conditions and institute such action when so directed.

**9. Improvise when facilities insufficient.**—Situations may be encountered where sufficient equipment and facilities will not be available. Imagination and initiative must be exercised to supplement this lack of facilities. The special service officer must demonstrate his proficiency and resourcefulness by improvisation and by devising alternates and substitutes for standard equipment and facilities.

**10. Special staff officer functions.**—The activities of the special service officer cover a wide field. As special staff officer he must be acquainted with the many conditions affecting the spirits of the men, in addition to recommending recreational activities which would be under his supervision. His commanding officer may desire to use his services in many different ways, but from past experience a general pattern has developed covering the usual functions of the special services officer.

## CHAPTER 2

## SPECIAL SERVICE

	Paragraphs
SECTION I. Historical background.....	11-16
II. Purposes .....	17-18
III. Functions .....	19
IV. Control and coordination.....	20-23
V. Organization .....	24-28

## SECTION I

## HISTORICAL BACKGROUND

	Paragraph
Morale work in 1918.....	11
Creation of Morale Branch.....	12
Conclusions from World War experiences.....	13
Elimination of Morale Branch.....	14
New Morale Branch; expanded functions.....	15
Creation of the Special Service.....	16

**11. Morale work in 1918.**—The first systematic study of morale, as such, in the military forces of the United States was undertaken at Camp Greenleaf in 1918. At that time the science of applied psychology was being developed in our universities. Attempts were made to find out what psychological factors produced the maximum of effort and *esprit de corps* on the part of soldiers and, likewise, to determine which of such factors were deterrents to good morale.

**12. Creation of Morale Branch.**—The Morale Branch set up by General Orders, No. 94, War Department, 1918, was created to study, devise, and put into effect psychological measures among the troops to produce and maintain good morale. Operating as a General Staff Agency, it made a series of studies in 1918 and 1919 and produced suggestions for morale officers transmitted to the field. It did not purport to maintain or operate any facilities for welfare, entertainment, or diversion for soldiers. The organized work for recreation and welfare in the armed forces was conducted by private, religious, and welfare organizations whose work was coordinated to a considerable degree by the Commission on Training Camp Activities. Three hundred million dollars were provided from civilian sources for its work.



**13. Conclusions from World War experiences.**—On the termination of the World War, certain major decisions were made as a result of this experience: first, that the Army should be responsible for recreation and welfare work within camps; second, that mass athletics, particularly boxing and bayonet drill, were a definite part of the training program; third, that civilian philanthropic agencies should conduct welfare and entertainment activities for soldiers in communities adjacent to camps; fourth, that organized efforts of State and Federal agencies to eliminate prostitution and exterminate venereal disease were required.

**14. Elimination of Morale Branch.**—Following the World War the Morale Branch passed out of existence, as did the Commission on Training Camp Activities. With the demobilization of the Army, the functions which had pertained to both the Morale Branch and the Commission remained operative, if at all, in the office of The Adjutant General. Certain lasting policies were evolved from the World War experience. Recreation and athletics were carried forward with the training program of the Army and still constitute a part of that program. The War Department officially approved the policy that the Army itself should handle all recreation and welfare activities for soldiers within the Military Establishment, a policy which has been followed until the present.

**15. New Morale Branch; expanded functions.**—*a.* In planning for emergencies which might demand the expansion of the Army, the War Department adopted MR 1-10. This provided that the G-1 section of the General Staff would be responsible for all matters of policy relating to personnel; that at the appropriate time there would be activated in the War Department an agency which would handle not only the work of the Morale Branch of 1918 but also the recreation activities of the old Commission on Training Camp Activities. The Morale Branch was that agency, activated by War Department directive on March 14, 1941. This expanded the Morale Division, heretofore in The Adjutant General's Office, and created a branch of the Army under a Chief of the Morale Branch, reporting directly to the Chief of Staff. The directive also provided that the Morale Branch would have no personnel in the field. The full responsibility for morale continued to rest upon unit commanders.

*b.* During the years following the World War the Army Motion Picture Service provided entertainment for soldiers. It operated directly under the Army and was assigned to The Adjutant General for administration. Likewise, the post exchanges, through the Army, developed and provided the soldier with standard items of merchan-

dise, as well as military equipment and supplies, engaging from time to time in recreation activities as well. These operative functions were transferred to the Morale Branch for administration.

**16. Creation of the Special Service.**—The expansion in function and special services, greatly stimulated by the onset of war on December 7, 1941, resulted in a change of name from Morale Branch to Special Services Branch by General Orders, No. 5, War Department, 1942, and to Special Service by General Orders, No. 4, Services of Supply, 1942.

## SECTION II

### PURPOSES

Develop and maintain aspects of morale-----	Paragraph 17
Constant study and research-----	18

**17. Develop and maintain aspects of morale.**—*a.* The Special Service of the Army of the United States was created in order to assist the Chief of Staff in maintaining a high state of morale and to develop the many aspects of morale arising during emergency or war. The mission and functions of the Special Service are stated in War Department directives.

*b.* Basic considerations of morale in the Army in time of war constitute the foundation upon which the Special Service is built.

**18. Constant study and research.**—The Special Service and the special service officers of commanders can assist development of leadership only by indirect approach. However, by constant study and research of the broad and individual aspects of morale, these agencies can disseminate information and methods which will be of inestimable value to officers and noncommissioned officers in approaching morale problems.

## SECTION III

### FUNCTIONS

To assist commanders in maintaining morale-----	Paragraph 19
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**19. To assist commanders in maintaining morale.**—The Special Service develops means and facilities within the War Department which, when supplemented with information to military personnel for directing and executing morale measures, assist commanders in maintaining a high state of morale in the Army.

*a.* It makes necessary research on specific morale problems, including the problem of the individual, which should be developed for dissemination to the Army.

*b.* It studies existing regulations and procedures pertaining to the morale factors referred to in MR 1-10, and makes appropriate recommendations for improving or regulating the administration of such factors.

*c.* It is charged, under such regulations as may be prescribed by the Secretary of War, with the operation in the War Department of those matters pertaining to recreation and welfare and all other morale matters not specifically charged to other War Department agencies.

*d.* The Chief of the Special Service develops methods and procedures which enable him to study factors affecting the morale of the Army. In accomplishing these missions he conforms to normal channels of command.

*e.* The Chief of the Special Service studies conditions which affect the moral of personnel assigned to duty in the War Department and makes appropriate recommendations for their improvement.

#### SECTION IV

### CONTROL AND COORDINATION

	Paragraph
Supervision and control.....	20
Established procedure.....	21
Arms and other services.....	22
Government entities.....	23

**20. Supervision and control.**—The Special Service functions under the supervision and control of the Commanding General, Services of Supply.

**21. Established procedure.**—The Special Service operates under policies developed through the procedure established in paragraph 5, AR 10-15. Primary consideration of all such morale policies rests with the Personnel Division of the War Department, General Staff.

**22. Arms and other services.**—The Chief of the Special Service arranges through appropriate military channels to obtain routine and special reports for the compilation of morale data pertaining to the Army.

**23. Government entities.**—The Chief of the Special Service communicates formally with various Federal agencies and depart-

ments, State, and local governments and individuals on morale matters in accordance with established War Department policies.

## SECTION V

## ORGANIZATION

	Paragraph
Officer and civilian personnel-----	24
Headquarters organization-----	25
Operative organization-----	26
Organization chart-----	27
Administration by local commanders-----	28

**24. Officer and civilian personnel.**—*a.* The Special Service consists of the Chief of the Special Service and such numbers of officers and enlisted men detailed by the Secretary of War from the arms and services, and such civilian personnel as are necessary to perform the functions assigned to the Special Service.

*b.* No insignia of the Special Service is authorized. Personnel detailed to the office of the Chief of the Special Service wear the insignia of the arm or service to which they are assigned. Special service officers assigned to staffs of subordinate commanders are not assigned to the Special Service and they likewise wear the insignia of their own arm or service.

**25. Headquarters organization.**—The Chief of the Special Service is assisted by a headquarters group which includes the Assistant Chief of the Special Service, executive officer and assistants, the Planning Division, the Budget and Fiscal Division, and the Executive Division.

*a.* The Planning Division assists the Chief of the Special Service to plan the general policies, principal procedures, and schedules of all Special Service activities; it maintains liaison with appropriate naval, military, and civilian agencies in order to keep the Chief of the Special Service informed of the progress and execution of the Special Service plans and projects; and it assists the Chief of the Special Service in keeping informed upon the state of the morale in the Army. Attached to the Planning Division is the Oversea Commands Section which is charged with preparing specific plans and projects for task forces and bases.

*b.* The Budget and Fiscal Division, as a part of the headquarters group, is responsible for control functions involving the use of appropriated funds and trust funds to carry out the various projects administered by the Special Service. These funds are identified in the appropriations as "Welfare of Enlisted Men, Army" (W. E.

M. A.). The division is organized into two sections: the Budget Section and the Fiscal Section.

(1) The Budget Section prepares and submits all budget estimates and defends these estimates before the various budget agencies and before Congress.

(2) The Fiscal Section is the executive section of the division, controlling the allotment of funds and accounting thereof.

c. The Executive Division performs the overhead functions of the Special Service, including those relating to coordination of correspondence, personnel, pay roll, supply, mail, and files.

**26. Operative organization.**—The operative functions of the Special Service are discharged by five divisions.

a. The Army Motion Picture Division operates the Army Motion Picture Service for the Army in the United States and in addition assists in the development of specifications and designs of all theater facilities. It provides motion picture service for troops overseas through Overseas Motion Picture Service, U. S. Army.

b. The Welfare and Recreation Division which consists of a Welfare Section, a Recreation Section, and an Education Section, has the following functions:

(1) The Welfare Section renders services in connection with the Soldiers' and Sailors' Civil Relief Act of 1940 and makes provision for soldiers' families, Government insurance, military prisoners, civilian community activities, and War Department morale. It maintains liaison with the Red Cross administration, national welfare agencies, and Government agencies.

(2) The Recreation Section makes plans and studies relating to athletics, dramatics, soldier singing, and miscellaneous recreational activities.

(3) The Education Section is charged with preparing projects for nonmilitary education, including correspondence courses, educational lectures by civilians, educational motion pictures, exhibits, scholarships, and hobby groups.

c. The Facilities Division consisting of Design, Operations, and Library Sections embodies the following activities:

(1) The Design Section designs and plans construction, modification, alteration, and permanent equipment of service clubs, guest houses, cafeterias, gymnasiums, field houses, recreation buildings, theaters, and all-purpose buildings.

(2) The Operations Section prepares plans and policies relating to the operation of service clubs, guest houses, and cafeterias; constructs and operates recreation areas and administers recreation equipment;



stimulates Army art projects; and considers matters pertaining to personnel, such as hostesses and librarians.

(3) The Library Section plans for the installation, conduct, and operation of the Army Library Service and publishes an advisory list of books for purchase for camp libraries.

*d.* The Information Division covers the field of morale information through the medium of the radio, camp newspapers, special films, cartoons, posters, speakers, and special publications. It works closely with the Bureau of Public Relations in considering plans and projects for the dissemination of information by newspapers, newsreels, and other photographic releases. It furnishes information concerning current work of the Special Service. It assists in the preparation of material concerning morale activities. It is prepared to assist the stimulation of morale and morale activities through posters, cartoons, and slogans. It assists in preparing, arranging, and broadcasting radio programs primarily designed for the troops, and in stimulating the development and use of soldiers' talent on the air.

*e.* The Research Division devises special techniques for securing information and data and the classification, analysis, and testing of findings and the preparation of conclusions for dissemination to appropriate agencies by statistical, graphical and other applicable methods.

*f.* The Army Institute is established at Madison, Wisconsin, for the purpose of providing enlisted personnel of the Army the opportunity to carry on correspondence study which will contribute to their military efficiency (AR 350-3100).

*g.* The School for Special Service is established at Fort George G. Meade, Maryland, to instruct and train Army personnel in the approved purposes, doctrines, materials, methods, and operative procedures in all phases of the duties and responsibilities of the office of the Chief of Special Service; and of morale, recreation, athletic, and theater functions, as prescribed in law and regulations.

**27: Organization chart.**—A chart showing the organization of the Special Service appears as an insert at back of manual.

**28. Administration by local commanders.**—The administration of morale activities in the field is left entirely in the hands of local commanders. All commanders are encouraged to make use of the consulting facilities of the Special Service.

## CHAPTER 3

ORGANIZATION AND PERSONNEL FOR MORALE  
ACTIVITIES—FUNCTIONS AND DUTIES

	Paragraphs
Section I. General.....	29-34
II. Tactical organizations.....	35-40
III. Army Air Forces .....	41
IV. Corps area organizations.....	42-45
V. Office administration.....	46-49

## SECTION I

## GENERAL

	Paragraph
Commanding officer's responsibility.....	29
Assistance of special service officer.....	30
Tactical commanders and corps area commanders.....	31
Advisory council.....	32
Post and division special service officers.....	33
Corps area commanders.....	34

**29. Commanding officer's responsibility.**—*a.* Responsibility for the morale of a command cannot be delegated. The commander alone is responsible. He has discretion in establishing his organization and allocating duties to personnel engaged in morale activities within the limits of existing policies and regulations.

*b.* The organization and duties for the various components as outlined herein should in no way be considered as limiting, but are intended to offer in suggestive form a pattern of organization which will best define and assign duties considered to be appropriate to the special service sections involved. In carrying forward morale activities, it is essential that all concerned lend their efforts toward the ultimate aim, and cooperate fully, not merely to prevent overlapping of efforts and duplication but to accomplish the common mission.

*c.* It is recognized that many effective methods and procedures have been developed. The material presented herein is a compilation based upon experiences which have proved successful in the field.

**30. Assistance of special service officer.**—In general, it is

considered appropriate for the commander to expect assistance from his special service officer in the following functions:

*a.* Keeping him advised as to the factors affecting morale within the command, and making recommendations relative to improvement and corrective measures.

*b.* Preparing a leisure-time recreational, athletic, and educational program suited to the needs of the command and correlated with the training program.

*c.* Instruction of recreation personnel engaged in activities within the various echelons of the command, through conferences and liaison.

*d.* Advising on and coordinating athletic, recreational, and leisure-time educational activities of lower echelons.

*e.* Developing those activities not specifically assigned other staff officers which promote good morale and combat unfavorable morale.

*f.* Coordinating, planning, and supervising the utilization of recreational and athletic facilities and equipment of the command.

*g.* Familiarizing himself with the devices of subversive elements which lower the state of morale, and the counter-measures necessary.

*h.* In corps area headquarters and in posts, camps, and stations, coordinating with civilian agencies for the recreation and welfare of troops. In tactical units, this likewise is the function of the special service officer when such units are in the field.

**31. Tactical commanders and corps area commanders.**—A division of responsibility exists between tactical commanders and corps area installation commanders which in their nature are difficult to reduce to exact definition.

**32. Advisory council.**—On large posts, in order to insure equitable distribution of facilities and to properly coordinate the morale program, it has been found practicable to establish a council consisting of the special service officers, and chaplains of posts and large units and other officers particularly interested in morale activities. This council should meet at stated intervals. Such a council may make recommendations on the following:

*a.* Delineation of responsibility for various activities, subject to approval of commanders concerned.

*b.* Allotment of facilities to units, including service clubs, guest houses, motion picture theaters, libraries, post exchanges, field houses, athletic fields, etc.

*c.* Recommendations for programs in which all units participate.

*d.* Uniform regulations regarding use of facilities.

*e.* Coordination with civilian agencies.

**33. Post and division special services officers.**—The operation and administration of service clubs, cafeterias, libraries, and guest houses is normally the function of the post special service section. In order to obtain the maximum benefits from these facilities it will be necessary for the post and division special service officer to co-operate fully. The division special service officer should control the policies regarding actual recreational programs in the service club designated for the division.

**34. Corps area commanders.**—Corps area installation commanders will normally contact and promote harmonious relations with civilian agencies.

## SECTION II

### TACTICAL ORGANIZATIONS

	Paragraph
Field army special service section.....	35
In cantonment areas.....	36
Army corps special service section.....	37
Division special service section.....	38
Division athletic officer.....	39
Division recreation officer.....	40

**35. Field army special service section.**—*a.* It is considered appropriate to assign both officer and enlisted assistants to the special services officers, as conditions warrant. Experience has shown that during large-scale maneuver activities, the special services section might well consist of the special services officer, an officer assigned as recreation officer, whose duties should include coordination with civilian agencies, and an officer whose responsibility would include the morale and recreation activities of army troops.

*b.* The administrative correspondence and other paper work will normally require three enlisted clerks. The duties of the field army special service section should include—

(1) Formulation of policies and procedures for morale activities within the Army.

(2) Liaison and coordination with army corps and army troops.

(3) Liaison and coordination with corps area commanders on matters affecting army troops.

(4) Conferences with the special service officers of lower echelons.

(5) Studying information relative to and advising on the status of morale.

(6) Coordination with American Red Cross activities within the Army.

(7) Planning and conducting morale activities during maneuver periods.

(8) Rest periods during combat.

**36. In cantonment areas.**—When army troops are widely separated in cantonment areas, the morale activities of these troops may well be included in the duties of the post special services officer where these troops are assigned.

**37. Army corps special service section.**—The organization, duties, and functions of the army corps special service section will closely parallel those of the field army.

**38. Division special service section.**—The division will require a substantial special service section, inasmuch as it is the focal point for policy, administration, and operation of many morale activities. It is considered appropriate to designate as assistants to the special service officer a full time recreation officer and a full time athletic officer. Enlisted personnel should include rated enlisted men capable of organizing various morale activities, and enlisted clerks capable of handling administrative and correspondence details. In general, the duties of division special service officers should include:

- a.* General supervision of all morale activities within the division.
- b.* Maintenance of contact with unit commanding officers and regimental recreation officers within the division.
- c.* Coordination of unit morale activities.
- d.* Recommendations for allotment of W. E. M. A. or other available special service funds.
- e.* Administration of and correspondence relative to morale activities.

*f.* Recommendations relative to War Department theaters and post exchanges serving troops.

**39. Division athletic officer.**—Duties of the division athletic officer, in general, are the following:

- a.* Coordination, promotion, supervision, and preparation of schedules for interunit athletic activities.
- b.* Responsibility for division athletic equipment, fields, and facilities.
- c.* Management of division teams.

**40. Division recreation officer.**—Duties of division recreation officer include—

- a.* Promotion and supervision of recreation activities within the division, including amateur dramatics, dances, leisure-time education programs, and such other activities as are considered appropriate.



*b.* Cooperation in collecting and securing publications for division news.

*c.* In cooperation with S-2 and the post special service officer assist in furnishing talent for radio activities in which the division is interested.

*d.* Responsibility for recreation facilities and equipment. The duties and functions of the regiment recreation officer are fully covered in the Regimental Recreation Officer's Guide.

### SECTION III

## ARMY AIR FORCES

Organization, duties, and functions.....	Paragraph 41
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**41. Organization, duties, and functions.**—The organization, duties, and functions of Army Air Forces personnel engaged in morale activities will parallel closely those outlined for the corresponding analogous units of the Army.

### SECTION IV

## CORPS AREA ORGANIZATIONS

Corps area special service section.....	Paragraph 42
Corps area special service officer.....	43
Post special service section.....	44
Post special service officer.....	45

**42. Corps area special service section.**—The organization required for the operation of the corps area special service section is subject to considerable latitude. It will be based primarily upon number of troops stationed within the corps area. Experience will dictate the policies for establishing the organization. Sufficient officers should be provided, in addition to the special service officer, who can specialize in athletics, recreation, and civilian contacts. The civilian librarian assigned to each corps area should be included in the special service section.

**43. Corps area special service officer.**—The duties of the corps area special service officer should include—

*a.* Advising the commanding general of the corps area as to the administration of W. E. M. A. funds and establish a priority list for suballotments to posts, camps, and stations, including exempted stations.

*b.* Maintenance of contact with post commanders and special service officers.

*c.* Coordination with army corps special service sections relative to morale activities of army and corps troops within the corps area.

*d.* Liaison with civilian agencies.

*e.* Cooperation with G-2 and the public relations officer relative to radio activities as affecting morale.

*f.* Cooperation with G-2 and the public relations officer in stimulating camp publications.

*g.* Operation of mobile entertainment units.

*h.* Planning for supervision and use of recreation leave areas.

*i.* Coordination of athletic, recreation, and leisure-time education activities.

*j.* Supervision and control of post, traveling, and corps area libraries.

*k.* All matters relative to the operation and administration of service clubs, cafeterias, guest houses, War Department theaters and recreation areas within the corps areas.

**44. Post special service section.**—Due to the great differences of size and composition of camps, posts, and stations, the organization of the post special service section must of necessity be based upon local conditions. The personnel assigned to post special service activities should be sufficient to properly administer the activities outlined in the duties of post special services officer.

**45. Post special service officer.**—Duties of post special service officer include—

*a.* Operation and administration of service clubs, cafeterias, guest houses, field houses, and other special service facilities.

*b.* Determine, and recommend to the post commander, how W. E. M. A. funds can be most equitably apportioned among the units on the post.

*c.* Cooperation and liaison with civilian agencies engaging in welfare and recreational activities in the vicinity of the post.

*d.* Supervision of post libraries.

*e.* Supervision of hostess and librarian activities.

*f.* Coordination of American National Red Cross activities within the post.

*g.* Responsibility for post athletic and recreation equipment.

*h.* All morale activities of the station complement, army, and corps troops stationed on the post.

## SECTION V

## OFFICE ADMINISTRATION

	Paragraph
Keeping of records.....	46
Standard file system.....	47
Civilian directory.....	48
Administrative detail.....	49

**46. Keeping of records.**—Records and files are an aid to active operations, and not an end in themselves. The special service officer or section should maintain those records which will expedite the work, and avoid any unnecessary paper work. Usually, the indispensable records will include basic information and records pertaining to morale activities. Such records should permit newly assigned officers or assistants to become quickly familiar with past and current policies, procedures and programs. These should include Army Regulations, War Department circulars, War Department letters of instructions, directives, bulletins, manuals, and guides which pertain to morale activities. In addition to official material, civilian publications concerning the operation of various recreational and athletic activities might well be included.

**47. Standard file system.**—It is suggested that an appropriate standard file system be established. The files should be broken down into sections, such as athletics, civilian contacts, construction, correspondence courses, dramatics, facilities, funds, guest houses, hobby groups, hostesses and librarians, lectures, maneuver activities, notes on morale activities, organization, personnel, radio, recreation, recreation areas, service clubs, soldier publications, and welfare. Other subdivisions will be suggested by the local program.

**48. Civilian directory.**—A directory of civilians and civilian agencies which have assisted and are assisting in morale activities that affect the post will be found useful.

**49. Administrative detail.**—The special service officer should so organize his office that the administrative detail will not become burdensome, but will permit him to devote most of his own time to field work.

## CHAPTER 4

FACTORS AFFECTING ATTITUDES AND ACTIONS OF  
TROOPS—GENERAL

	Paragraphs
SECTION I. Morale and welfare.....	50-53
II. Effect of civilian morale on military forces.....	54
III. Importance of the individual.....	55-56
IV. Relation of training to combat morale.....	57-58
V. Discipline and drill.....	59-63
VI. Individual factors.....	64-70
VII. Informed patriotism.....	71

## SECTION I

## MORALE AND WELFARE

	Paragraph
The demoralized individual.....	50
Attribute of good morale.....	51
Use of demoralization technique by enemy.....	52
Elements of good morale.....	53

**50. The demoralized individual.**—To be *demoralized* is to be easily discouraged—without fighting spirit, or a determination to win, without rational aim or purpose. The conduct of a demoralized individual or group will be unpredictable, untrustworthy, undisciplined, and uninspired. Although it is intangible, morale is a real force which can be sensed, developed, and guided. Leaders must work incessantly to employ those psychological forces which inspire men and activate them in a cause or towards an objective without thought of self or circumstances.

**51. Attribute of good morale.**—Good morale includes the physical and mental ability of men to operate by will power under circumstances where men of unschooled will or lesser spirit falter or break. It enables men to overcome physical discomfort and danger, with belief in their own power to endure, by regarding the objective to be more important than all else.

**52. Use of demoralization technique by enemy.**—The enemy will seek to *demoralize* our nation, to destroy the discipline, efficiency, and will to carry on an armed conflict. This is one of the major programs of an enemy and extends to civil activities and to civilians as well as to military operations and personnel.

**53. Elements of good morale.**—The fundamentals for an efficient army are training, discipline, matériel, and purpose. The possession of these, plus intelligent patriotism and leadership, makes possible the birth and growth of good morale.

## SECTION II

### EFFECT OF CIVILIAN MORALE ON MILITARY FORCES

Maintenance of good morale..... Paragraph 54

**54. Maintenance of good morale.**—*a.* Good military morale requires good civilian morale be maintained. The entire nation, as well as the armed forces, must at all times maintain confidence, courage, and zeal. If qualities are impaired, the power of the nation will be diminished.

*b.* The maintenance of good civilian and military morale in time of war must be prosecuted with the utmost vigor in the face of cunning and deliberate attempts made by the enemy to lower morale.

## SECTION III

### IMPORTANCE OF THE INDIVIDUAL

Motivation ..... Paragraph 55  
Influence on group morale..... 56

**55. Motivation.**—The American soldier is motivated by intellectual conviction, backed by individual self-control, and made effective by comprehensible drill and discipline.

*a.* In certain armies, soldiers are spurred to action by inducements of rapine, plunder or similar gain. Others depend upon harsh discipline, which forces the soldier to press forward because of feared physical violence from his officers or associates.

*b.* More civilized purposes inspire the determined efforts of our soldiers.

**56. Influence on group morale.**—The morale of the group is definitely influenced by the state of mind of the individuals composing it. The leader imposes a state of mind upon the group, or brings conformity within the group, to achieve common purposes.

## SECTION IV

## RELATION OF TRAINING TO COMBAT MORALE

Objective of training morale.....	Paragraph 57
Morale based on military excellence.....	58

**57. Objective of training morale.**—There is a distinction between combat morale and training morale. The stimulus of training is not the stimulus of actual combat. It is essential, however, that the intangible spirit, the morale, of men in training be such that the immediate prospect of, or fact of, combat will produce effective combat morale. An objective of morale work in training is to place troops in such mental condition that they will be most receptive to this psychological stimulation in combat, which envisions an army convinced of the right of its country's cause and determined to sustain its standards and ideals.

**58. Morale based on military excellence.**—A state of morale which appears adequate during the training period may not sustain troops under the stress of an active campaign. The only safe plan is to establish early a high degree of military excellence in morale to meet possible contingencies, as well as to facilitate training and preparation.

## SECTION V

## DISCIPLINE AND DRILL

Explanation necessary.....	Paragraph 59
Confused if untrained.....	60
Spontaneous response to training.....	61
Need for drill.....	62
Consistency in method.....	63

**59. Explanation necessary.**—The fundamental factors of drill and discipline too often are not explained to the men to whom they are applied. Meeting dull routine and meeting a system of discipline for the first time, the recruit may be resentful because he does not understand the purpose of routine and the need for discipline. Since an army exists to fight, these are best explained in simple terms of combat. Most men readily understand that under fire they must be able to respond automatically in the handling of a weapon or in following their leaders.

**60. Confused if untrained.**—Under severe stress, a soldier's actions tend to follow the pattern of similar actions taken by him in



periods free from such excitement. If he has no previous experience in meeting such a situation, he may become confused or even hysterical in an emergency. Groups of people beset by sudden fears or calamities, or played upon by some overwhelming sentiment of the moment, do unpredictable things.

**61. Spontaneous response to training.**—In the individual, repetition of the same thought and action tends to make the resulting physical responses habitual or semiautomatic. In the excitement of battle, a man may be unable to think clearly and independently about each situation which arises. In modern warfare when action must be swift and decisive, trained responses of mind and body are indispensable.

**62. Need for drill.**—Military drill is organized repetition of desired related thoughts and action in anticipation of combat. The need for drill is readily appreciated in other activities where precise action is required, such as in football, boxing, or typing. It is necessary that soldiers be drilled to the point where each does the right thing at the right time without conscious thought.

**63. Consistency in method.**—Instruction in operations calling for physical and mental coordination requires consistency in method; variations may lead to error or prolong the necessity for training. If a football player had three different coaches, each instructing him at the same time and each advocating a different method or system, it would be impossible to predict what that player would do in any crucial moment in the game. Drill is designed to make certain operations habitual. Discipline is the system infusing all of such habits into a group so that under the stress and strain of battle, its movements may be precisely anticipated and controlled.

## SECTION VI

### INDIVIDUAL FACTORS

	Paragraph
Importance .....	64
Explanation to trainee.....	65
Carefully planned training.....	66
Commendation and reward .....	67
Physical training .....	68
Competitive athletics.....	69
Attitude of trainees.....	70

**64. Importance.**—Most considerations of morale are directed to the *esprit de corps* of a group; nevertheless, the morale of the individual is of fundamental importance. It is possible for one in-

dividual to be so high-spirited and unconquerable that his morale becomes infectious. It may communicate itself to an undisciplined mob and may give it unity and purpose for a limited time. Morale of the group, to have military importance, must not be such a volatile thing. It must be steady and dependable. Here again, group morale largely will be the sum total of individual morale and discipline.

**65. Explanation to trainee.**—To train well, soldiers must have proper instruction and demonstration. The objectives of training must be clear. Most men do not enjoy training unless they can see the immediate objective to be obtained.

**66. Carefully planned training.**—The person who is ill physically or mentally cannot progress. A man who worries cannot be expected to give maximum performance. The soldier who is assigned to the job his talents and education fit him for is most effective. Appropriate assignment may alleviate feelings of ineffectuality. Interest in training is best maintained by purposeful, progressive activity which uses to the limit the capabilities of the individual. Such training should be punctuated by periods of rest, relaxation, and recreational activity to relieve fatigue and avoid monotony.

**67. Commendation and reward.**—There are definite methods by which the interest and enthusiasm of soldiers may be strengthened. Those which stress the importance of the individual soldier are primary. If his part in the team play is carefully explained and the soldier is made to feel his indispensability in his task, he will tend to do his best. Proper commendation for work well done is effective. Promotion, pay increases, selection for difficult assignments, selection for service schools or for officer candidate training are powerful incentives. Pay increases, based on merit, are valuable both from the material incentive and for the recognition inferred by the increase. Decorations and awards are also in this category. Grants of special privileges in the form of furlough, etc., may be employed by the commander to stimulate deserving soldiers.

**68. Physical training.**—Physical training has an important part in any training program. An analysis of mobilization training directives shows that the time allotted to physical training, as such, is not uniform in various components of the Army. In many instances, it merely permits a daily period of calisthenics. Even where more adequate training time is allotted, the temptation may be to encroach upon such time for special details and extra tactical and technical training.

**69. Competitive athletics.**—It must be conceded that required routine training such as calisthenics does not carry with it that sense

of relaxation or respite from pressure which is essential to *esprit de corps*. On the other hand, competitive athletics and games have their physical training value. More than this, participation breaks routine and freshens the attitude and spirit of the soldier. Even as a spectator, the soldier may be relieved of a sense of monotony and thereby be prevented from growing stale.

**70. Attitude of trainees.**—Many of these factors have been emphasized by commanders and trainees alike. The War Department has pointed out that the soldiers themselves believe that their training would be more effective if the following could be eliminated:

- a. Waste of training time.
- b. Poorly planned exercises.
- c. Inadequately explained maneuvers.
- d. Lack of opportunity to progress.
- e. Assignment to duty not in keeping with technical, professional, or special training.

## SECTION VII

### INFORMED PATRIOTISM

Paragraph

Stimulation----- 71

**71. Stimulation.**—The ultimate success of our soldiers, as demonstrated in American military history, has been due to conviction in the cause for which they fought. Patriotism and love of country are stimulated by adequate knowledge of the history of this country of its leaders and of its achievements. Such a background gives the soldier facts upon which his emotional responses may be predicted. It cannot be assumed that the existence of war, alone, minimizes the need of holding before the soldier the value of our institutions and the explanation of national policies and objectives.

## CHAPTER 5

## MEDICAL FACTORS

	Paragraphs
Section I. General .....	72-76
II. Venereal disease .....	77-81
III. The potentially maladjusted soldier .....	82-88

## SECTION I

## GENERAL

	Paragraph
Special service officer and other service specialists .....	72
Special consideration during early training .....	73
Prompt evacuation and treatment in combat .....	74
Activities which increase soldiers' comfort .....	75
"Subclinical" illness .....	76

**72. Special service officer and other service specialists.—a.** Commanders normally maintain familiarity with the functions of service specialists. The special services officer should be similarly informed, not with any intention of substituting for, or duplicating the work of such specialists, but because of the bearing on morale which their interest and findings offer. The medical officer, the chaplain, the intelligence officer, and the personnel officer have special information on the preoccupation of individuals or groups, which may indicate their state of physical and mental well being.

**b.** The surgeon must anticipate, prevent, and treat casualties due to disease and injury. Medical officers are concerned with the health, psychological adaptability, and vigor of troops; therefore, their activities are of special interest to the special service officers.

**73. Special consideration during early training.—**Officers can profit by watching sick calls within their organizations, particularly during the early weeks following recruit assignment. Discontent, or difficulties in adjustment, may be first evidenced by the desire for some special consideration from the medical officer. Perfunctory, casual, or impersonal consideration by line officers or medical officers during the early weeks of adjustment may promote bitterness and discouragement. The unusual physical and psychological demands of the first few weeks may result in anxiety, depression, and the need for some reassurance. Manifest evidence that an efficient medical department will care for them should they become sick is an important reassurance. Malingering by the new recruit is actually infrequent; he is more apt to be scared and discouraged and, unwittingly, these are converted into physical complaints.

**74. Prompt evacuation and treatment in combat.**—Under combat conditions the evidence of prompt evacuation and treatment of wounded soldiers is necessarily helpful in maintaining morale.

**75. Activities which increase soldiers' comfort.**—Precautions in sanitation and disposal of refuse, provision of delousing stations, bathing and toilet facilities, special attention to soldiers' feet, their nutrition, degree of fatigue, and protection against insects are activities of the medical officer which increase the comfort and morale of troops in hazardous terrain or operations.

**76. "Subclinical" illness.**—Some soldiers, either because of military exigency or because they are not sick enough to be taken off duty, may nevertheless suffer "subclinical" illness which may result in adverse morale influences. Troops that are chronically malnourished, acutely hungry, dehydrated either from diarrhea or lack of water, suffering the presence of mild, but not incapacitating infection, exposed to cold, excessively fatigued, or insufficiently rested may become casualties, not only through physical illness but also because of their liability to demoralization, apathy, and preoccupation with their misery, resulting in diminished response to discipline or encouragement and in a mounting feeling of hopelessness.

## SECTION II

### VENEREAL DISEASE

	Paragraph
Implications .....	77
Dangers to the individual .....	78
Cooperation of special service officer .....	79
Diversions from discouragement and tension .....	80
Responsibility of all officers .....	81

**77. Implications.**—The prevalence of venereal disease among troops has the following implications:

*a.* The command suffers loss of effective personnel. The venereal disease infirmary is usually the largest out-patient unit.

*b.* Expenditure of hospital space, personnel, equipment, and time are disproportionately excessive.

*c.* Public relations and civilian morale are affected. Venereal infection continues to carry a profound stigma in our society. As a risk entailed in troop mobilization or warfare, civilians are unwilling to conceive of circumstances which might encourage exposure of troops.

*d.* Any unusual prevalence of venereal disease suggests that the communities around camps are populated not only by prostitutes, but

also by all the antisocial accompaniments of gambling, alcoholism, racketeering as well as subversive interests.

*e.* Opportunities for relief from tension or monotony have been insufficient through lack of adequate provision for recreation after training hours, or other dissatisfaction.

*f.* The availability of prophylaxis, education, and discipline regarding its use has not been sufficiently emphasized.

**78. Dangers to the individual.**—The individual soldier who cohabits with prostitutes, because of bravado, group pressure, desperation, or depression, although in civilian life he would have avoided such experiences, must endure chagrin, shame, loss in time and pay, the need to face his comrades and family, and the possibility of chronic infection.

**79. Cooperation of special service officer.**—The special service officer will not usurp the responsibility of the commanding officer, intelligence officer, or surgeon in these matters. However, in his contact with civilian agencies, he will have the opportunity to acquaint himself with local attitudes to vice conditions and the locale of such districts. He should provide entertainment and diversion, as well as encouragement to the community to offer the soldier acceptable recreation. His strongest aid will be the fact that most soldiers have an aversion and distaste for intimacy with prostitutes.

**80. Diversions from discouragement and tension.**—The special service officer cannot but realize, however, that the infrequent opportunities to see or associate with women result in discouragement and tension. A vigorous training program, supplemented with athletic and recreation diversions, may displace some of this preoccupation. Social activities, which in civilian life provide the usual outlet for such tension, should be made available to the soldier.

**81. Responsibility of all officers.**—On the other hand, the special service officer has, with all officers, the responsibility of making certain that men are informed regarding the risks in exposure and the technique and availability of prophylaxis. Prophylactic devices must be available without embarrassment at post exchanges. The soldier must also know the location of prophylactic stations and be indoctrinated with the special effectiveness of and necessity for all these precautions.



## SECTION III

## THE POTENTIALLY MALADJUSTED SOLDIER

	Paragraph
Problems on induction.....	82
Special attention.....	83
Individual responses.....	84
Stresses .....	85
Indications; preventives; cures.....	86
Symptoms and treatment.....	87
Activities of special service officer.....	88

**82. Problems on induction.**—All soldiers have emotional and personal problems on being inducted into military service. The special service officers, through their activities, should assist recruits as a group in their adjustment to military service.

**83. Special attention.**—Selective Service and Army Induction Boards, by use of psychiatrists and psychologists, attempt to screen out those men whose induction would create difficulties. Despite these efforts, there will be in every unit men whose personal problems require the special attention of the commanding officer, personnel officer, chaplain, or provost marshal, and, when their maladjustment is accompanied by emotional distress or peculiarities in thinking, the psychiatrist. The morale of these soldiers is unreliable and constitutes a potential hazard to the morale of others. They can be grouped as the potentially maladjusted, an appellation which is neither diagnostic nor derogatory.

**84. Individual responses.**—*a.* The variation in ability to adjust is dependent on both native ability and individual cultural experience, and the characteristic stress of the military occupation. Thus the feeble-minded individual, or one whose cultural opportunities have been very meager, will be troubled by the strangeness and complexities of his new life. Awareness of his incompetence, together with the limited patience he will encounter, often makes him so uneasy or confused that hospitalization is necessary.

*b.* Individuals who have been dependent on solicitous consideration by family or physician may find it impossible to survive without similar support in the aggressive impersonal military setting. There are others who are restless, unpredictable, and seek to evade deprivation or discipline by antisocial activities. These soldiers are often unable to adjust themselves consistently in any environment. Some men can remain passingly well adapted or adjusted in civilian life but in the military setting break down.

**85. Stresses.**—The stresses which encourage such "break down" are common to all soldiers. These stresses include the following

deprivations: habitual pleasures and reassuring outlets, friends, religion, recreation, alcohol, ambition, work, sexual interests, sleeping and eating habits. Uniformity, discipline, the shifting emphasis from individual self reliance to the need for team work, and intimacy with fellow soldiers of all types are additional stresses. Homesickness, a fear of injury, conflict regarding combat, and extreme physical requirements may contribute to the strain. The special service officer seeks to make this transition less difficult for the group as a whole.

**86. Indications; preventives; cures.**—Disciplinary violations as well as neurotic behavior may also be indicative of difficulty in adjustment. The commanding officer must remain unyielding in his expectancy of good performance. However, some indication, through a junior officer, medical officer, chaplain, or special service officer, that they are not oblivious to and are concerned with the soldiers' discomfort is often reassuring. Actual provision of friendly support, recreational relief from the formality of training, and enlightenment as to the purpose of training and combat are preventive and curative.

**87. Symptoms and treatment.**—Some familiarity with the early signs of maladjustment is necessary. Frequency of sick calls, seclusiveness, apathy, sleeplessness, loss of appetite, tearfulness, chronic depression, signs of fear, or persistent difficulty in learning should suggest a mental illness in the offing. Most soldiers are earnest and try hard to succeed. Any vigorous effort to demand performance beyond the capacity of a man will depress and disconcert him. Inadequacy or emotional distress should suggest the need of a sympathetic interview, the advisability of a change in duty, additional social support or recreational activity and, without any hesitancy, psychiatric consultation. The soldier who seeks relief from tension by antisocial activities will also frequently profit by such handling. The special service officer can contribute also to minimizing the stigma traditionally attached to the maladjusted soldier, which may interfere with effective management. Segregation of such individuals is often necessary for the sake of group morale as well as their own interest.

**88. Activities of special service officer.**—The special service officer concerns himself with sectional, cultural, and individual variations in ability or interests. Sick rate, venereal disease, civilian or military offenses, inaptitude, psychoneurotic reactions, as well as lack of *esprit* are indications for the necessary scope of his activities. He may initiate exchange of information and interest between chaplain, personnel officer, intelligence officer, and psychiatrist. Coordination and application of the techniques and information of such specialists will inevitably contribute to the welfare and mental health of troops.

## CHAPTER 6

## SUBVERSIVE INFLUENCES

	Paragraph
Tactics to demoralize civilians.....	89
Combating subversive elements .....	90
Major strategy.....	91
Ineffective techniques.....	92
Subversive methods.....	93
Danger of not recognizing intent.....	94
Special service officer.....	95
Collaboration of officers.....	96
Group safety or advantage.....	97
Legal basis for counter measures.....	98
Resistance of trained and disciplined troops.....	99
Education and psychology.....	100
Resistance based on ideals and convictions.....	101

**89. Tactics to demoralize civilians.**—The initial success of enemy campaigns has been greatly aided by the effectiveness of subversive activities. The decision to invade has been determined as much by information on the willingness of a nation to resist aggression as by the aggressor's military preparedness. Spectacular tactics, invasion during peace talks, seizure of radio stations by parachutists or fifth columnists, anything to provoke confusion or fear, have preceded or accompanied invasion. The significance of rear area morale has been recognized and violent efforts made to terrorize, confuse, and discourage civilian populations. Demoralizing tactics have not ceased with successful invasion. The victim's spirit, as well as his military strength, must remain crushed. Fear among civilians, so useful in promoting confusion and inadequate resistance, has been provoked so generally that its elimination is a declared war objective.

**90. Combating subversive elements.**—Counter morale, or the suppression of subversive influences, is most effective when it is as systematically developed as morale, and requires consideration of the same factors. A nation finds unity of purpose in its traditions and ideals. Organization of defense and determined resistance depends on groups and individuals yielding private greed, ambition, or prejudice to the national need. Civilized progress becomes possible when neighbors are trustworthy and dependable. The enemy saboteur will attack all these.

**91. Major strategy.**—In general, subversive efforts have developed into a major strategy because new military methods include civilians as participants, channels of communication which can reach the enemy are far more comprehensive, and finally, because of certain psychological characteristics common to all men. More particularly, as it affects America, the enemy may presume us to be susceptible because of the nature of democracy which permits a degree of freedom in political or social activity and public expression not tolerated in totalitarian countries.

**92. Ineffective techniques.**—The more spectacular attempts at provoking despair and confusion are not necessarily the most effective. Bombings have actually crystallized civilian morale. Propaganda attempts have been so obvious as to incite scorn and bitterness. The invasion of peaceful nations to defend "minorities" is an example. Enemy propaganda, which is basically unsound or even ridiculous, when understood may improve morale.

**93. Subversive methods.**—*a.* One of the most active subversive efforts is the attempt to aggravate friction between religious, racial, language, political, or economic groups. By suggestion and rumor, the distribution of tracts, and radio broadcasts originating in enemy countries, prejudice, and irrational hate between such groups are encouraged. The enemy may incite citizens of good faith to act as enemy collaborators. It is inevitable that well organized efforts will continue to encourage strife between groups having special interests or differences. Wherever possible, sentiment, religious feelings, or old dissatisfactions will be stimulated to aid such cleavage among our people.

*b.* Subversive elements will attempt to disparage the abilities and efforts of allies, to demonstrate the inequalities of the individual war effort, and to incite mutual suspicion and distrust. A major effort will also be directed at breaking down confidence in the ability of government, and the armed services, and officers. Their purpose, honesty, and even their sanity may be questioned. The effect of repeated deliberate attempts to provoke insecurity by questioning or ridiculing authority must be recognized.

**94. Danger of not recognizing intent.**—Methods to provoke demoralization are sometimes so simple that their significance and effect are apt to be underestimated. Their very fantastic, humorous, or even gruesome qualities may conceal the actual subversion intent.

Although propaganda efforts may seem transparent and irrational, they are often effective for the following reasons:

a. A "mood", as well as fear and panic, is contagious. The undisciplined man may become afraid, or confused, or discouraged without the presence of actual danger.

b. Despite man's intelligence, he is given more to rationalization than to logical thinking. He has become accustomed to taking things for granted, and to making conclusions by short-cuts. Thus, he has not bothered to understand what in his life gives him security and satisfaction and how these are provided.

c. Faith may be shaken by mere rumor, ridicule, or feeble contradiction. No matter how illogical or untrue, constant repetition of such propaganda is exasperating and discouraging.

d. Another characteristic of men is their suspicion of things which they don't understand and their tendency to harbor strong prejudices without justification.

**95. Special service officer.**—The special service officer should not be misled by any feelings of improbability in these suggestions. Subversive agents make the same fantastic efforts to destroy morale as their nations make by diplomatic and military efforts. Advantage is taken of every possible prejudice or protest, of the soldier's loneliness and desire for sympathy, or weariness of the demands made upon him. Women, either bona fide enemy agents or operating for profit, may be used to secure information or break down morale.

**96. Collaboration of officers.**—All individuals who seek social contact with soldiers should have adequate recommendations by their community and the post intelligence officer. The special service, public relations, and intelligence officers should collaborate closely on these problems. The assistance of the intelligence officer should be sought in determining suitable areas for recreation and community agencies with whom to collaborate in making up the recreation programs. The intelligence officer also has procedures for handling agents who seek to solicit subscriptions for undesirable magazines or circulars or attempt, under the guise of patriotism, to force acceptance of undesirable literature.

**97. Group safety or advantage.**—It is characteristic of the undisciplined man to overlook the fact that his safety or advantage really depends on the safety and advantage of all. Soldiers should appreciate that they represent a democracy which is an integration of many groups, races, and cultures, and that they are protecting the life and essential values of the nation, while it is the function of statesmen

chosen by democratic process to work out political and social problems of the community which the soldiers serve.

**98. Legal basis for countermeasures.**—The countering of subversive influence has its legal basis in the act of June 28, 1940 (54 Stat. 670), entitled "An Act to prohibit certain subversive activities; to amend certain provisions of law with respect to the admission and deportation of aliens; to require the fingerprinting and registration of aliens; and for other purposes." The responsibility of G-2 in the detection of, and protection against subversive activities is incorporated in regulations AR 10-15, MR 2-1, and AR 380-5. The Provost Marshal General also has investigative functions as well as the responsibility for arrest and detention. Thus the efficacy of countermeasures to control subversive activities is a responsibility of other officers, and not the special service officer who is concerned only to the extent that morale may be lowered by such activities.

**99. Resistance of trained and disciplined troops.**—The effect of subversive activities is only partially relieved by detection, segregation, and punishment of those immediately responsible. The development of resistance to subversive activities depends on an understanding of all the factors influencing morale. Training will so condition troops that even under the most severe duress, either psychological or physical, they will function coordinately and effectively. Discipline will be understood as a means for coordinate, prompt, reliable effort. Soldiers will come to feel secure in the dependability of their training, weapons, and leaders. Elimination of the misfit and psychopath, proper placement of men with special or limited aptitude, and detection of subversive activities will all aid in achieving this goal.

**100. Education and psychology.**—*a.* Soldiers must be made to understand the purpose and method of subversive attempts and appreciate the values and security they have as Americans. War will take them far from home, subject them to many hazards and deprivations. No educational or psychological effort which will supply faith and courage at times when neither recreation nor amusement will be sufficient to allay their discouragement should be overlooked.

*b.* The nullification of subversive activities requires formulation and reaffirmation of democratic values, as well as understanding of the forces which attempt to overthrow Democracy. Special service officers should familiarize themselves with the propaganda devices characteristic of the enemy powers and be cognizant of the character of information reaching troops through circulars, book and magazine donations, or other channels. The method and intent of subversion through the distortion of fact, the attempts to discourage,

intimidate, and excite group or sectional differences can be made understandable. The type of propaganda found necessary by the enemy to use on its own people is enlightening, and oftentimes heartening.

**101. Resistance based on ideals and convictions.**—Irrational response to plausible statements or emotional appeals from vague sources must be discouraged and replaced by intelligent, honest facts. Emotional presumptions must be supplemented by intellectual convictions. Where necessary, education regarding the values and principles which have supported and integrated our Democracy must be made available. *Conviction, faith, and patriotism must be so secure that men will of themselves immediately resist efforts at subversion.* Talks by leaders, by men who have seen combat, classes on American history, traditions, policy, and ideals should be made available. A list of publications as reference material for discussion groups appears in appendix I of the Regimental Recreational Officer's Guide.

## CHAPTER 7

## PERSONNEL CLASSIFICATION SYSTEM

	Paragraph
Ultimate objective.....	102
Importance .....	103
Enlisted personnel qualification card.....	104
Use of qualification card.....	105
Diagram.....	106
Officers' qualification card.....	107
Classification personnel.....	108
Aid to special service officers.....	109
Reclassification .....	110

**102. Ultimate objective.**—The ultimate objective of the classification system is to assist in securing the maximum efficiency of personnel and units by the proper assignment of duties to each soldier. When a soldier is discouraged by being confronted with duties which he cannot perform efficiently, his morale is lowered and low morale is sometimes infectious. On the other hand, when a man takes satisfaction in his own skilled performance, his morale is higher, and high morale is likely to be contagious in his organization. Getting the right officers and men in the right places in the Army is the aim of classification.

**103. Importance.**—Correct initial classification and assignment are important, not only to organize the Army rapidly but also to expedite training procedures, so that there is less need for subsequent transfer. In the first World War those divisions which were organized and trained before the classification system was working smoothly required 9 months' training for overseas duty, while those that were organized later were ready to move toward the port of embarkation within 3 months, because they were made up of men who had been well interviewed, tested, classified, and assigned according to their qualifications; consequently, few subsequent transfers were necessary. Whenever a transfer is necessary, it is advisable that an explanation be given to the man concerned.

**104. Enlisted personnel qualification card.**—*a.* A similar qualification card is prepared for each recruit coming into the service as well as for every soldier already in the Army. This card, W. D. A. G. O. Form No. 20 (Soldier's Qualification Card), accompanies the soldier wherever he goes throughout his military career. This basic qualification document contains a summary of the soldier's per-



sonal history, schooling, occupational experience, classification test score, and demonstrated ability as a leader. Here also are the facts about his avocational interests, athletic skills, and talents for furnishing entertainment.

b. New data are recorded on the qualification card whenever the soldier completes training in a specialists' school or otherwise qualifies as a military specialist. All officers who have occasion to deal with the soldiers individually make frequent use of these cards. This insures a better acquaintance with the varied talents and accomplishments of each soldier. It is the policy, insofar as the needs of the Army make it practicable, to train each man for the military duties for which he has a preference. However, it is essential that the recruit's real qualifications and capacities, as well as his preferences determine his assignment.

**105. Use of qualification card.**—a. The classification officer supervises the preparation and maintenance of rosters showing an inventory of all specialists available in his unit. The soldier's qualification card initially goes with each recruit to his company, battery or similar unit. It remains with the commanding officer of that unit long enough for him to study and assimilate the information recorded on it. Informational rosters are then made so that the qualifications of every man in the unit can be quickly checked when time does not permit a check of the cards at regimental headquarters. Company, battery, and similar unit commanders make periodic visits to regimental headquarters and examine the qualification cards of every man in their units. These inventories of specialists and information rosters are kept up to date by the personnel section and all reports of change noted and entries promptly recorded on Form No. 20 and the rosters.

b. No definite forms for an inventory of specialists or informational rosters have been prescribed by regulations; however, forms similar to those shown in charts 2, 3, and 4 are prepared under the supervision of the personnel technician of each division.

**106. Diagram.**—The steps by which the new soldier progresses from civilian status through the intermediate stages of training, schooling, and reclassification are illustrated in chart 1.

**107. Officers' qualification card.**—A qualification card is prepared for each officer and warrant officer summarizing the essential facts about his military and civilian experience and his qualifications for his duties or special assignments. On the basis of this information, which accumulates at The Adjutant General's Office and also at corps area and army headquarters, officers may be assigned and reassigned.

**108. Classification personnel.**—The classification officer is a general term applied to any commissioned officer assigned to duty with an organization for the purpose of carrying out the functioning of the Army classification system within the unit and its subordinate echelons. It is used in referring to the personnel technician or the personnel consultant of any army, army corps, division, corps area, overseas department, replacement training center or reception center, and to the personnel officer in a regiment or similar unit, insofar as his duties pertain to classification. Classification officers are assigned to each army, army corps, division, regiment or similar unit, and to certain administrative organizations, including corps areas, overseas departments, reception centers, replacement training centers, and some larger posts, camps, and stations. They are assistant adjutants general and are members of the special staff of the commander. In lower tactical units and smaller administrative commands, classification functions are carried out by the personnel officer. In general, however, operation of classification functions in an echelon is subject to direct supervision by the classification officer of the next higher command.

*a. A personnel technician* is an officer directly responsible for organizing and directing the work of the classification section at the headquarters of his unit and for supervising the work of the classification sections in subordinate units. He is responsible to The Adjutant General of his command for the efficient operation of the classification system of the command of all lower echelons thereof.

*b. A personnel consultant* is an officer with professional competence as a psychologist who assists the personnel technician and is the special advisor regarding matters involving psychological principles and practices. To him are referred, for example, many individual problems of personnel classification and assignment, such as a soldier's suitability for training in schools to develop military specialists or for a particular type of duty.

*c. A personnel officer* is an officer responsible for the maintenance of all personnel records within the division, regiment, or similar command, including the soldier's qualification card.

**109. Aid to special service officers.**—Line officers, special service officers, and classification officers must work in close harmony to enhance the efficiency and morale of the command. Special service officers may receive valuable information and helpful suggestions from classification officers. Qualification cards may be an aid to special service officers in selecting capable, experienced men to perform a particular activity or program. The correct classification and assign-

ment of personnel influence morale. For this reason, the proper functioning of the classification system concerns special service officers.

**110. Reclassification.**—If a soldier has special qualifications which he feels are not being fully utilized he may call this to the attention of his immediate commanding officer for the purpose of being reclassified. The following extract from a War Department letter invites attention to the need for appropriate assignment of men with special skill.

“1. Objectives of the classification system include furnishing units and installations with enlisted men who, taking into consideration their civilian educational and occupational experience, may become a working unit within their organization within the shortest possible period of time after assignment and to obtain full use of highly skilled specialists by assigning them to units and installations requiring their skills.

“2. It is realized that in some instances, errors of classification or assignment may have resulted in highly skilled trainees being assigned to units where their education, training, and skill cannot be utilized to the greatest advantage. For example: A graduate pharmacist assigned to an arm or service other than medical, or an airplane pilot assigned to an arm or service other than the Air Corps.

“3. It is desired, therefore, that commanders of armies, army corps, corps areas, divisions and similar units order such transfers between units of their command, or between different commands by mutual agreement, within funds available for travel, necessary to correct such errors of classification or assignment. To accomplish this, direct communication between commanders concerned is authorized.

“4. Attention is invited to the fact that this directive provides only for the transfer of skilled specialists who are misplaced in their present assignment. The above will be accomplished as soon as practicable, due consideration being given to interference with training programs and other pertinent factors.”

## STEPS IN CLASSIFICATION AND ASSIGNMENT

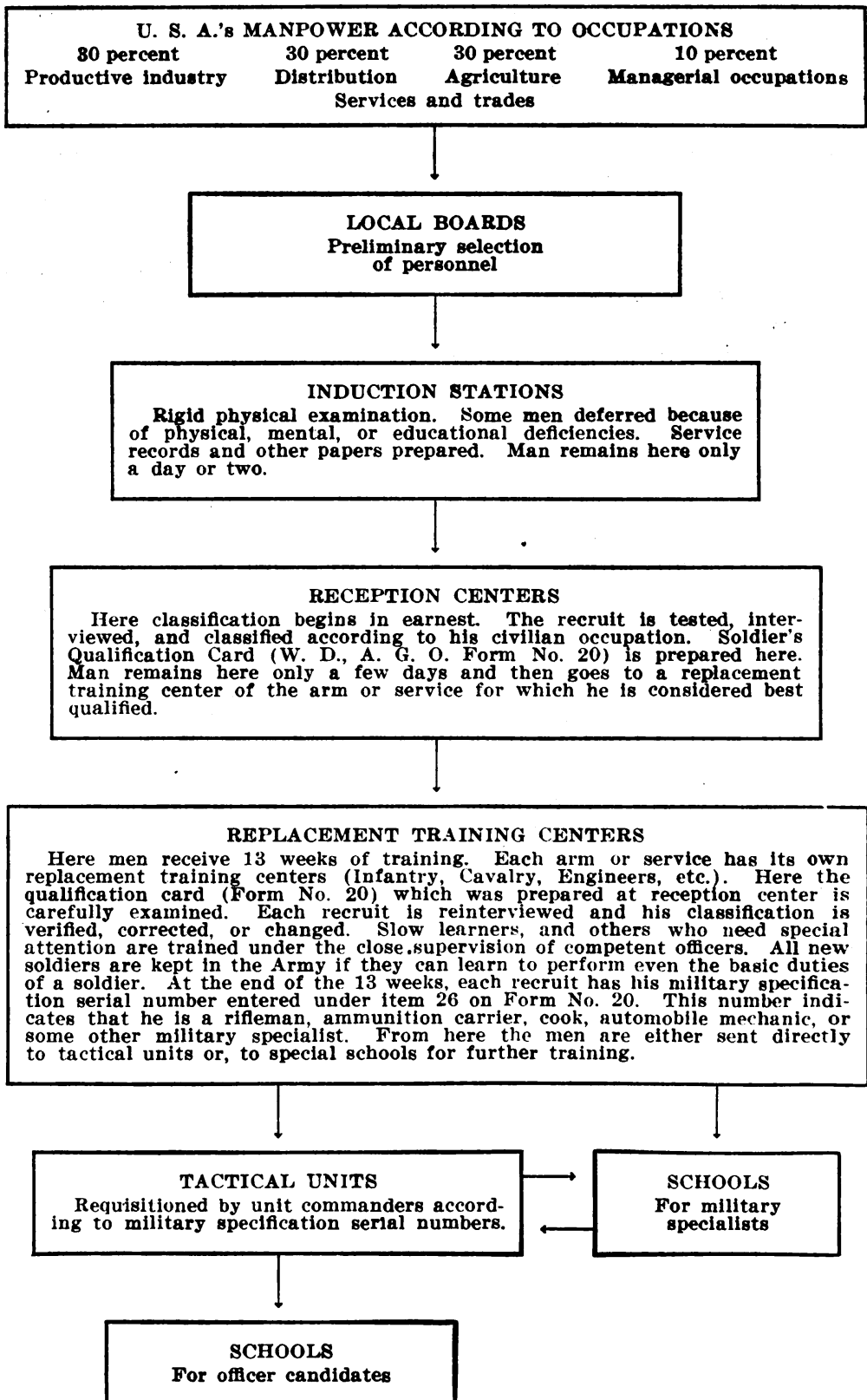


CHART 1.

# EXTRACT FROM INVENTORY OF SPECIALISTS

FOR

100TH DIVISION

Date -----  
Post -----

## SPECIAL SERVICE OFFICER

TM 21-205  
110

Military specialist serial No.	Title	500th Infantry			620th Signal Corps			740th Field Artillery Battalion			542d Ordnance Company			Division total
		Required	On hand	Overage or shortage	Required	On hand	Overage or shortage	Required	On hand	Overage or shortage	Required	On hand	Overage or shortage	
050	Carpenter, general	12	12	--	2	0	2	6	14	8	1	1	--	6
052	Chief clerk	1	2	1	2	1	1	1	1	--	0	1	1	1
055	Clerk, general	18	22	4	3	3	--	2	6	4	5	1	4	4
060	Cook	32	21	11	2	2	--	8	4	4	2	2	--	15
096	Installer, telephone and telegraph	0	0	--	4	2	2	2	0	2	0	0	--	4
586	Flash ranging observer	0	0	--	0	0	--	16	12	4	0	0	--	4
605	Gunner, machine	48	34	14	0	0	--	0	0	--	0	0	--	14
705	Telephone and switchboard operator	0	0	--	4	7	3	0	0	--	0	0	--	3
746	Rifeman, automatic	96	80	16	0	0	--	0	0	--	0	0	--	16

CHART 2

EXTRACT FROM INVENTORY OF SPECIALISTS

FOR

500TH INFANTRY

Date \_\_\_\_\_  
Post \_\_\_\_\_

Military specialist serial No.	Title	Company A			Company B			Company C			Company D			Regiment total
		Required	On hand	Overage or shortage	Required	On hand	Overage or shortage	Required	On hand	Overage or shortage	Required	On hand	Overage or shortage	
050	Carpenter, general	1	0	1	1	0	1	1	5	4	1	1	---	2
052	Chief clerk	0	0	---	0	0	---	0	0	---	0	0	---	---
055	Clerk, general	1	0	1	1	0	1	1	1	---	1	4	3	1
060	Cook	2	2	---	2	1	1	2	4	2	2	0	2	1
096	Installer, telephone and telegraph	0	0	---	0	0	---	0	0	---	0	0	---	---
245	Truck driver	6	8	2	6	2	4	6	16	10	18	12	6	2
586	Flash ranging observer	0	0	---	0	0	---	0	0	---	0	0	---	---
605	Gunner, machine	4	4	---	4	2	2	4	12	8	12	10	2	4
705	Telephone, switchboard operator	0	2	2	0	0	---	0	0	---	0	0	---	2
746	Rifleman, automatic	8	8	---	8	4	4	8	18	10	8	5	3	3

CHART 3

# EXTRACT FROM INFORMATIONAL ROSTER OF COMPANY A, 500TH INFANTRY

Date -----  
 Organization -----  
 Location -----

## SPECIAL SERVICE OFFICER

TM 21-205  
 110

Name	Army serial number	Grade	A. G. C. T. score	Education	Civilian occupation title and Social Security number	Military specialist title and Social Security number	Hobbies
Adams, John B.	39, 001, 137	Private	120-II	High school graduate.	Clerk, general	055	Hunting.
Cody, Frank T.	39, 682, 121	Private first class.	78-IV	8th grade	Truck driver	245	None.
Daly, Harry L.	39, 407, 021	Corporal	134-I	College graduate.	Student, mechanical engineer	224.	Taxidermy.
Eaton, Oscar R.	39, 321, 042	Private	108-III	2 years high school.		Scout 761	Hunting.
Fargo, Lynn	39, 411, 111	Staff sergeant	102-III	8th grade	Carpenter	050.	Woodwork.
Grant, Fred R.	39, 369, 963	Private	92-III	6th grade	Butcher	037	Hiking.
Hill, Harold P.	39, 211, 728	Private	118-II	3 years college	Bandsman	021	Radio.
King, Percy S.	39, 082, 697	Private first class.	126-II	High school graduate.	Typist	247	Do.
Lang, Henry A.	39, 482, 067	Corporal	116-II	College graduate.		Rifleman, automatic 746.	Photography.

CHART 4

## CHAPTER 8

## EVALUATING MORALE FACTORS

	Paragraph
Status of morale.....	111
Obtaining information.....	112
Line and staff officers.....	113
Combat morale determinants.....	114
Relief of troops.....	115
Character of information needed.....	116
Opinion .....	117
Indices of morale trends.....	118
Assembling and evaluating information; reports.....	119

**111. Status of morale.**—Lacking information as to the status of morale, a commander is acting blindly, and, in extreme cases, important decisions made without consideration of morale factors may lead to disaster. It is therefore apparent that any failure to use the available means to determine the status of morale is inexcusable. This applies with equal force in both the zone of the interior and the theater of operations (MR 1-10). Commanders in higher headquarters of modern armies may not have sufficient opportunity for immediate close contact with soldiers under their command to make an accurate and adequate appraisal of morale status based on personal observations; therefore, such commanders must depend upon other sources of information such as the judgment of subordinate staff officers and commanders and statistical reports. Normally, the special service officer will be called upon to assemble and make an estimate of the information received from all available sources. This data should be currently maintained for immediate use at all times and a formal report rendered, preferably in writing, on a monthly basis. The special service officer should have access to his commander, either directly or through a general staff officer, so that he may report immediately timely information relative to morale conditions, when circumstances warrant.

**112. Obtaining information.**—Methods available to commanders and special service officers in securing information bearing on the state of morale include:

*a.* Reports from unit and organization commanders. Formal or informal reports may be called for periodically from commanders of subordinate units. These reports will be based upon the judgment of the commanders involved. There may be some tendency for these



reports to become routine; or information obtained from this source may be highly colored and merely reflect the optimistic or pessimistic attitude of the commander involved.

*b.* Inspections by higher commanders and visits by the special services officer and other staff officers acting in their official capacity. Information thus obtained is of the type not readily gained through the chain of command and offers a reliable means of verifying information obtained from other sources.

*c.* Expressions of opinions by officers and men in general conversation at mess, on pass, in recreational leave areas, post exchange areas, communications to the press, etc. Such expressions are frequently of value when made freely and are not a reaction to the presence of authority. Of themselves, such expressions are not necessarily indicative of a true state of individual morale.

*d.* Expressions from civilian authorities and agencies including the American Red Cross, United Service Organizations (U. S. O.), civilian publications, and various welfare organizations.

*e.* Censorship of mail. Conditions under which modern war is fought necessitate censorship of mail, particularly that emanating from the theater of operations. Censorship may have an adverse effect upon morale unless the necessity thereof is clearly understood by the soldier. The primary purpose of censorship is to prevent military information from falling into the hands of the enemy. However, a secondary benefit may be derived as the expressions of soldiers in their letters provide a source of information indicative of factors affecting morale of troops. Censors should be instructed as to the importance of this information and directed as to the disposition thereof.

*f.* Employment of confidential agents. The employment of confidential agents as a means of obtaining information as to morale should be used, if at all, with great caution. The method used in this case, if suspected, very often has a tendency to defeat its purpose. Agents of this character should be used only in special cases, when authorized by the War Department or theater commanders, to combat suspected subversive or similar activities in the command (MR 1-10).

**113. Line and staff officers.**—Information bearing on the state of morale of a command may be secured from line and staff officers and from their formal and informal reports, particularly the following:

- a.* Subordinate commanders.
- b.* Intelligence officers.
- c.* Provost marshal and military police.
- d.* Athletic officers; recreation officers.

- e. Company officers.
- f. Noncommissioned officers.
- g. Inspectors of the command.
- h. Exchange officers.
- i. Judge advocates (including evidence given in courts martial).
- j. Surgeons.
- k. Chaplains.
- l. Personnel officers.

**114. Combat morale determinants.**—The action of troops under combat conditions, whether they “hold fast” or “yield,” is the true test of morale. However, under certain conditions such as against relatively weak harassing action or in sectors of prolonged inactivity, troops may give indications tending to show that their morale would not withstand determined enemy attack or the assumption of the offensive. Among others, indications include—

- a. Straggling.
- b. Self-inflicted wounds.
- c. Desertion.
- d. Malingering, feigned illness.
- e. Abandoning arms and equipment.
- f. Failure to dispose of casualties.
- g. Aimless expenditure of ammunition.
- h. Willful surrender.
- i. Insubordination.
- j. Close grouping of men when the situation calls for extended order.
- k. Seeking cover without authority.
- l. Deliberate sabotage of equipment to avoid duty.
- m. Emotional instability; signs of panic, hysteria, etc.
- n. Excessive fatigue without due cause.

**115. Relief of troops.**—Such indications should be considered in recommendations relative to relief or reemployment of troops. Shock troops are selected because of high morale as demonstrated in combat.

**116. Character of information needed.**—Opinions and reports from subordinate commanders or staff officers will fall into two categories. First, that based upon the judgment and experience of the individual; and second, special information of a statistical nature.

**117. Opinion.**—To form an opinion it is necessary to weigh and evaluate all the available information relative to the morale status, including statistical information which may be available. In addi-

tion to these indices, certain other factors on which to base an opinion include:

- a.* Evaluation of attitudes between officers and enlisted men.
- b.* Interest of officers in soldiers' welfare.
- c.* Attitudes of officers and enlisted men toward self-improvement.
- d.* Initiative and enthusiasm of officers and enlisted men.
- e.* Interest shown in critiques.
- f.* Interest of enlisted men in officers' schools.
- g.* Prevalence of rumors.
- h.* Manner of saluting.
- i.* Appearance of officers and enlisted men on and off duty.
- j.* Attitude of enlisted men towards military police.
- k.* Alacrity with which subordinates respond to command.
- l.* Attitude between military personnel and civilians.
- m.* Care of military and personal equipment.
- n.* Adherence to schedule.
- o.* Undue use of courts martial.
- p.* Attitude of officers and enlisted men while off duty.
- q.* Interest and enthusiasm for competitive recreation activities.

**118. Indices of morale trends.**—It is impossible to establish any laboratory method for determining a state of morale. However, there are certain influences which, reduced to factual form, are indicative of morale trends. These include the following:

- a.* AWOL and desertion.
- b.* Sick rate.
- c.* Venereal rate.
- d.* Number and nature of courts martial, summary, special, general.
- e.* Civil arrests of military personnel.
- f.* Company punishments.
- g.* Equipment losses.

**119. Assembling and evaluating information; reports.**—*a.* The assembling and evaluation of information relative to the status of morale require an experienced and orderly process. Special service officers may well prepare reports classifying this information for presentation to their commanders. Conditions within the command and the desires of the commanders will dictate the form of such reports.

- b.* The following examples are suggested as being practical:



SPECIAL SERVICE OFFICER

8. Music: Number of regimental bands \_\_\_\_\_ Special bands \_\_\_\_\_  
Orchestras \_\_\_\_\_ Singing groups organized \_\_\_\_\_  
9. Libraries: Average number of books borrowed per day \_\_\_\_\_  
Total books in library \_\_\_\_\_  
10. Remarks: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Form B  
QUARTERLY MORALE AND RECREATIONAL ACTIVITIES REPORT  
DIVISION OR REPLACEMENT TRAINING CENTER

(Not for use by posts, camps or stations)

Date \_\_\_\_\_  
Morale report (Division or replacement training center).

- I. Actual strength on date of report.  
Officers: W \_\_\_\_ C \_\_\_\_ Total \_\_\_\_  
Enlisted: W \_\_\_\_ C \_\_\_\_ Total \_\_\_\_

II. Morale organization in headquarters reporting.

1. Officers:

Name	Grade	Title	Duty	(Indicate by X)	
				Part time	Full time
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

2. Enlisted men: Number full time \_\_\_\_\_ Number part time \_\_\_\_\_

3. Discuss briefly methods of morale activity coordination within the unit reporting, mentioning conferences held and written information exchanged.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Authorized recreation officers of regiments, separate battalions, or organizations analogous thereto reported through your headquarters:

Unit	Name and grade	Full time	Part time	Unit	Name and grade	Full time	Part time
_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____	_____

-----

-----

-----

-----

III. *Religious activities.*

1. Chapels serving command: (a) Number ----- (b) Approximate weekly attendance per M ----- (c) Total capacity ----- (d) Chaplains on duty with command ----- Total ----- per M.
2. Approximately what percentage of command is:
  - (a) Catholic? ----- (b) Protestant? ----- (c) Jewish? -----
  - (d) Other? ----- (e) No preference? -----

IV. *Welfare and recreation.*

1. Welfare:

- (a) What is the status of W. E. M. A. funds allotted to your command, and what are welfare funds spent for generally? -----

- 
- 
- 
- (b) Is there an unobligated balance? ----- Amount -----

- (c) Cases handled by Red Cross:

1. Number of loans -----
2. Number of cases turned down -----
3. Number of home service cases -----
4. Number of other cases -----

2. Recreation:

(a) Athletics:

1. (a) By whom is athletic competition supervised? -----
- (b) Is it following a scheduled program? -----
2. State approximate number and kind of teams engaged in athletics -----

- 
- 
3. Suggestions and recommendations for improvement in athletics and in quantity or quality of athletic equipment, with War Department assistance -----

-----

-----

(b) Dramatics by military personnel:

1. Is there an amateur dramatic program in the command? -----
2. Describe briefly, stating by whom supervised and the approximate number of men participating -----

-----

-----

(c) Civilian dramatics:

Civilian performances for the command during year:

Name	Furnished by	Held at	Admission charged
-----	-----	-----	-----
-----	-----	-----	-----
-----	-----	-----	-----

**(d) Singing:**

1. If there was a schedule of mass singing in the command during the year, state approximately how many programs per week were held, by whom conducted, and the approximate attendance at each \_\_\_\_\_
2. Is singing on the march encouraged? \_\_\_\_\_
3. For what elements or components of the command, if any, have song leaders been appointed? \_\_\_\_\_

**(e) Music:**

1. Is your command getting band replacements according to instrumentation requisitions? \_\_\_\_\_
2. Do you find the playing of small pocket-sized instruments popular? \_\_\_\_\_
3. Are additional instruments needed? \_\_\_\_\_

**(f) Dances:**

1. How many dances were held during the year for your command or any component part? \_\_\_\_\_
2. Was music furnished by enlisted or civilian personnel? \_\_\_\_\_
- (g) What type of entertainment appears most popular? \_\_\_\_\_
- (h) Suggestions and recommendations for improvement of entertainment in quantity or quality, with War Department assistance: \_\_\_\_\_

**3. Leisure time—education:****(a) Classes conducted in command during year:**

Held at	Average attendance
_____	_____
_____	_____
_____	_____
_____	_____

**(b) From where are instructors procured? \_\_\_\_\_**

**(c) Are 16-mm films used? \_\_\_\_\_ How often? \_\_\_\_\_ How procured? \_\_\_\_\_**  
**Where shown? \_\_\_\_\_**

**(d) What hobby groups are organized? \_\_\_\_\_****Where do they meet? \_\_\_\_\_****How are leaders selected? \_\_\_\_\_**

**(e) Suggestions and recommendations for improvement and extension of educational work in the command, with War Department assistance \_\_\_\_\_**  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

V. *Army exchange.*

1. Do prices for merchandise handled in the exchange serving your command compare favorably with local prices, considering the exchange pays no rent or utilities.-----
2. In your opinion, does the assortment in the merchandise sold fairly meet the needs of the command? -----
3. Are exchanges clean and well policed, and is clerical personnel adequate, courteous, neat, and cooperative? ----- If not, state what is lacking, with reasons therefor.-----
4. Suggestions and recommendations for improvement of the Army Exchange service, with War Department assistance -----

VI. *Morale information.*

## 1. Camp or unit publication:

- (a) Name ----- (b) Form -----
- (c) Size ----- x ----- (d) Frequency of issue ----- (e) Circulation within command ----- (f) Price ----- (g) Published by -----
- (h) Method of financing -----
- (i) Copies sent to what War Department agencies -----
- (j) From what sources are news items, editorials, and cartoons received and how are they collected? -----
- (k) Suggestions for improvement, with War Department assistance -----

## 2. Radio:

- (a) Stations available to your command -----
- (b) Programs participated in during an average month. Give details (station, name of program, time) -----
- (c) By what means, if any, is material supplied to other stations than those in your immediate area? -----
- (d) What military personnel, if any, is assigned to radio? -----
- (e) Suggestions for radio improvement, with War Department assistance -----

VII. *Services.*

## 1. Army Motion Picture Service:

Is your unit receiving good service from U. S. A. M. P. S.?-----



If not, state why and note any suggestions or ideas for improvement, with War Department assistance-----  
 -----  
 -----

## 2. Facilities:

### (a) Service clubs.

1. Is entertainment provided for personnel other than enlisted men?-----
2. Are food prices reasonable for the locality?-----

### (b) Guest houses.

1. State briefly the character of furnishings.-----
2. Number of rooms in each guest house occupied by permanent personnel-----

### (c) Recreation areas.

1. State basis upon which men are given opportunity to attend recreation camps, mentioning whether or not those who do attend are dismissed at noon on Friday-----
2. Is there difficulty in filling quotas arranged by recreation camp commanders?  
 ----- If so, why? -----
3. What recreation area camp or camps are used by the men from your command? -----

### (d) Athletic facilities.

1. Are major athletic facilities in locations conveniently located?-----
2. If there are bathing beaches available or swimming pools built or authorized, state approximate capacities and the approximate distances from camp-----
3. What athletic fields are available to your command?-----
4. Recommendations or suggestions for improvement in athletic facilities or in quantity or quality of equipment, with War Department assistance.-----

## 3. Library:

- (a) Average number of books borrowed per day-----
- (b) Is library staff furnished with enlisted assistants?-----
- (c) Suggestions or ideas for improvements of library service, with War Department assistance-----

VIII. Are instructions, advice, and guidance in problems of leadership given junior officers of the command? Explain-----  
-----  
-----

IX. Remarks, suggestions, and recommendations upon any matters affecting morale not mentioned in this report-----  
-----  
-----  
-----  
-----

-----  
(Name)  
-----

(Grade)

*Special service officer.*

Form C

QUARTERLY MORALE AND RECREATIONAL ACTIVITIES REPORT  
POST HEADQUARTERS <sup>1</sup>

(Not for use by divisions or replacement training centers)

Date\_\_\_\_\_

Morale report\_\_\_\_\_

(Post, camp, or station)

(NOTE.—If necessary supplement any answer space below with separate sheets.)

I. *Strength on date of report.*

1. Total for post including divisions and replacement training centers: Officers W\_\_\_\_C\_\_\_\_Total\_\_\_\_\_  
Enlisted W\_\_\_\_C\_\_\_\_Total\_\_\_\_\_
2. Exclusive of divisions and replacement training centers: Officers W\_\_\_\_C\_\_\_\_Total\_\_\_\_\_  
Enlisted W\_\_\_\_C\_\_\_\_Total\_\_\_\_\_

II. *Special service organization in post headquarters reporting.* (Indicate by **x**)

1. Officers:

Name	Grade	Title	Duty	Part time	Full time
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----

2. Enlisted men: Number full time\_\_\_\_\_ Number part time\_\_\_\_\_

3. Discuss briefly methods of morale activity coordination within the post reporting, mentioning conferences held and written information exchanged.  
\_\_\_\_\_  
\_\_\_\_\_

4. Authorized recreation officers of regiments, separate battalions or organizations analogous thereto reported through your headquarters (do *not* include such officers of divisions or replacement training centers):

Unit	Name and grade	Full time	Part time	Unit	Name and grade	Full time	Part time
-----	-----	-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----	-----	-----

III. *Chaplain.*

1. Chapels serving troops reported in paragraph 2, section I:
- (a) Number\_\_\_\_\_ (b) Approximate attendance per week per M\_\_\_\_\_  
(c) Total capacity\_\_\_\_\_ (d) Chaplains on duty Total\_\_\_\_\_ per M\_\_\_\_\_  
2. Approximately what percentage of troops is—  
(a) Catholic?\_\_\_\_\_ (b) Jewish?\_\_\_\_\_ (c) Protestant?\_\_\_\_\_  
(d) Other?\_\_\_\_\_ (e) No preference?\_\_\_\_\_

<sup>1</sup> The term "post" includes arsenal, air base, airdrome, camp, depot, station, fort, general hospital, and any other station (AR 210-10).

IV. *Relations with adjacent civilian communities.*

1. Approximate population

White

Colored

Town or city

Town or city

Miles

Miles

2. Distance from post

3. Public transportation:

(a) Type (b) Fare

(a) (b)

(a) (b)

(c) Is service adequate?

(c)

(c)

4. Have civilian recreation centers been established, and what do they offer:

(a) White soldiers?

(b) Colored soldiers?

5. What clubs are available for service men, and what agencies operate them?

6. (a) In general, are relations with civilian population satisfactory?

(b) What unsatisfactory relations, if any?

7. Is there satisfactory coordination between civil authorities and military police? Explain.

8. Discuss briefly vice conditions in town.

9. Are there districts segregated and policed?

10. Have local defense councils been established?

11. (a) Are civilian recreation activities well coordinated?

(b) By what agencies?

12. Have any portions of town been declared "off limits"?

V. *Welfare and recreation.*

1. Welfare:

(a) What is the status of W. E. M. A. funds allotted to troops reported in paragraph 2, section I, and what are welfare funds spent for generally?

(b) Is there an unobligated balance? Amount

(c) Cases handled by Red Cross:

1. Number of loans 3. Number of home service cases

2. Number of cases turned down 4. Number of other cases

**2. Recreation:**

**(a) Athletics:**

1. (a) By whom is athletic competition supervised?-----  
 (b) Is it following a scheduled program?-----
2. State the approximate number and kind of teams engaged in athletics by troops reported in paragraph 2, section I-----  
 -----
3. Suggestions and recommendations for improvement in athletics and in quantity and quality of athletic equipment, with War Department assistance-----  
 -----

**(b) Dramatics by military personnel:**

1. Is there an amateur dramatic program in camp?-----
2. Describe briefly, stating by whom supervised and the approximate number of men participating-----  
 -----

**(c) Civilian dramatics:**

Civilian performances during year:

Name	Furnished by	Held at	Admission charged
-----	-----	-----	-----
-----	-----	-----	-----

**(d) Singing:**

1. If there was a schedule of mass singing in the troops during the year, state how many programs per week were held, by whom conducted, and the approximate attendance at each-----  
 -----
2. Is singing on the march encouraged?-----
3. For what elements or components of the troops, if any, have song leaders been appointed?-----

**(e) Music:**

1. Are bands getting replacements according to instrumentation requisitions?-----
2. Do you find the playing of small pocket size instruments popular?-----  
 -----
3. Are additional instruments needed?-----

**(f) Dances:**

1. How many dances were held on the post during the year for troops reported in paragraph 2, section I?-----
2. Was music furnished by enlisted or civilian personnel?-----
- (g) What type of entertainment appears most popular?-----
- (h) Suggestions and recommendations for improvement of entertainment in quantity or quality, with War Department assistance-----  
 -----

3. Leisure time—Education:

(a) Classes conducted in troops reported in paragraph 2, section I.

Held at	Average attendance
-----	-----
-----	-----
-----	-----

(b) From where are instructors procured?-----  
-----

(c) Are 16-mm films used?----- How often?----- How procured?  
----- Where shown-----

(d) What hobby groups are organized?-----  
-----  
Where do they meet?-----  
How are leaders selected?-----

(e) Suggestions and recommendations for improvement and extension of educational work on the post, with War Department assistance-----  
-----  
-----  
-----

VI. Army exchange.

1. Do prices for merchandise handled in the exchanges serving the post compare favorably with local prices, considering the exchange pays no rent or utilities?  
-----
2. In your opinion, does the assortment in the merchandise sold fairly meet the needs of the troops?  
-----
3. Suggestions and recommendations for improvement of the post exchange service, with War Department assistance-----  
-----

VII. Morale information.

1. Camp or unit publication:

- (a) Name----- (b) Form-----
- (c) Size----- x ----- (d) Frequency of issue----- (e) Total circulation-----
- (f) Circulation among troops reported in paragraph 2, section I-----
- (g) Price----- (h) Published by-----
- (i) Method of financing-----
- (j) Copies sent to what War Department agencies-----  
-----
- (k) From what sources are news items, editorials, and cartoons received, and how are they collected?  
-----
- (l) Suggestions for improvement, with War Department assistance-----  
-----  
-----  
-----

## SPECIAL SERVICE OFFICER

## 2. Radio:

- (a) Stations available to camp: -----  
-----
- (b) Programs participated in during reported period. Give details (station, name of program, time) -----  
-----
- (c) By what means, if any, is material supplied to other stations than those in your immediate area? -----  
-----
- (d) What military personnel, if any, is assigned to radio? -----
- (e) Suggestions for radio improvement with War Department assistance -----  
-----  
-----

## VIII. Services.

## 1. Army Motion Picture Service:

- (a) Is your post receiving good service from the USAMPS? -----
- (b) If not, state why, and note any suggestions or ideas for improvements, with War Department assistance -----  
-----  
-----

## 2. Facilities:

## (a) Service clubs:

1. Is entertainment provided for personnel other than enlisted men -----  
-----
2. Are food prices reasonable for the locality? -----  
-----

## (b) Guest houses:

1. State briefly the character of furnishings -----  
-----
2. Number of rooms in each guest house occupied by permanent personnel -----  
-----

## (c) Recreational areas:

1. State basis upon which men are given opportunity to attend recreation camps, mentioning whether or not those who do attend are dismissed at noon on Friday: -----  
-----  
-----
2. Is there difficulty in filling quotas arranged by recreation camp commanders? -----  
If so, why? -----  
-----
3. What recreation area camp or camps are used by the troops reported in paragraph 2, section I? -----  
-----  
-----

(d) Athletic facilities:

1. Are major athletic facilities in locations convenient to units using them?

2. If there are bathing beaches available or swimming pools built or authorized, state approximate capacities and the approximate distances from post

3. Recommendations or suggestions for improvement in athletic facilities or in quantity or quality of equipment, with War Department assistance

3. Library:

(a) Average number of books borrowed per day

(b) Is library staff furnished with enlisted assistants?

(c) Suggestions or ideas for improvements of library service, with War Department assistance

4. Recreational facilities:

Name of post Location

Year ending

Facility	Authorized but not completed	Estimated date of completion	Completed and in operation
Service clubs:			
SC-3			
SC-4			
OM-1			
Old type <sup>1</sup>			
Guest houses:			
Standard			
Modified <sup>2</sup>			
Officers' clubs:			
OM-1			
OM-2			
OM-3			
Theatres:			
TH-2			
TH-3 with stage			
TH-3 without stage			
TH-4			
War Department <sup>1</sup>			
Open air <sup>1</sup>			

See footnotes at end of table.



Facility	Authorized but not completed	Estimated date of completion	Completed and in operation
Chapels:			
New type .....	.....	.....	.....
Old type <sup>1</sup> .....	.....	.....	.....
**Exchange buildings <sup>2</sup> .....	.....	.....	.....
Recreation buildings:			
RB-1 .....	.....	.....	.....
Company day rooms .....	.....	.....	.....
Gymnasiums <sup>1</sup> .....	.....	.....	.....
Libraries <sup>1</sup> .....	.....	.....	.....
Field houses .....	.....	.....	.....
Athletic facilities:			
Baseball diamonds .....	.....	.....	.....
Softball diamonds .....	.....	.....	.....
Football fields .....	.....	.....	.....
Basketball courts .....	.....	.....	.....
Volley ball courts .....	.....	.....	.....
Tennis courts .....	.....	.....	.....
Swimming pools <sup>1</sup> .....	.....	.....	.....
Boxing rings .....	.....	.....	.....
Golf course .....	.....	.....	.....
Handball courts .....	.....	.....	.....
Bowling alleys .....	.....	.....	.....
Track and field <sup>1</sup> .....	.....	.....	.....
Badminton courts .....	.....	.....	.....
Squash courts .....	.....	.....	.....
Other athletic facilities <sup>1 2</sup> .....	.....	.....	.....

<sup>1</sup> Give dimensions, size and/or capacity of these facilities.  
<sup>2</sup> Indicate type.

Remarks:  
(For additional remarks use another page.)

- IX. What instructions, advice, and guidance in problems of leadership are given junior officers? .....
- X. Remarks, suggestions, and recommendations upon any matters affecting morale not mentioned in this report.....
- .....
- .....
- .....
- .....
- .....

.....  
(Name)  
.....  
(Grade)

Special service officer.

## CHAPTER 9

## MORALE METHODS AND INFLUENCES

	Paragraph
Leadership .....	120
Group factors .....	121
Individual factors .....	122
Maintaining good morale .....	123

**120. Leadership.**—Good leadership is reflected in high morale; by the same token, poor leadership is reflected in poor morale. The existence of certain factors affecting morale may indicate the quality of leadership within an organization. These may be classified as follows:

- a.* Poor instruction.
- b.* Conflicting orders.
- c.* Lack of discipline.
- d.* Favoritism on promotion and duty policies.
- e.* Improper training methods.
- f.* Unnecessary work—"Fall in" and "Fall out" needlessly given.
- g.* Lack of cooperation.
- h.* Lack of definite policies in handling routine matters.
- i.* Maladjustment within the organization due to improper specialist ratings and noncommissioned officer appointments.
- j.* Difficulties arising from passes and furloughs.

**121. Group factors.**—Certain other factors within an organization, which may not necessarily be a reflection of leadership, may act as morale deterrents. The following are typical:

- a.* Poor food.
- b.* Delayed issue of uniforms, poor fitting uniforms and equipment, etc.
- c.* Delayed pay.
- d.* Delayed mail.
- e.* Annoying trifles in camp conditions, such as monotony of army life, training, recreation, etc.
- f.* Dislike of nearby town because of unfriendly citizens, etc.
- g.* Maladjustments within the organization, such as:
  - (1) Intermixture of fundamentally antagonistic racial, religious, or other groups.

(2) Retention in units of individual soldiers of such marked peculiarities that their presence or actions annoy, confuse, or exasperate their fellows. Many of them may be incipient psychopaths who should be turned over to the psychopathist.

(3) Subversive influences.

**122. Individual factors.**—Personal problems of the soldier may affect his own or group morale. The following and other factors may be difficult to influence as they may be peculiar to the individual and are, therefore, not readily affected by leadership or activity of the group:

*a.* Lack of social adjustment to Army life as evidenced by or due to—

- (1) Homesickness.
- (2) Emotional instability, immaturity.
- (3) Antisocial habits or trends.
- (4) Mental deficiency.
- (5) Shyness.
- (6) Depression.
- (7) Imaginary grievances.

*b.* Concern for civilian obligations, as:

- (1) Home conditions, domestic troubles.
- (2) Dependents or business problems.
- (3) Personal ambitions, the future.

*c.* The influence of ideas or feelings which may remain unexpressed because of fear of punishment but which must be discovered and removed. This includes—

(1) Resentment at being selected for Army service against one's will.

(2) Sympathy with the potential enemy or enemies because of descent, relationship, or other reason.

(3) Pacifism.

(4) Class prejudice instead of patriotism, often the result of propaganda.

(5) Racial tendencies.

(6) Distrust of administration leaders.

**123. Maintaining good morale.**—After all causes of poor morale have been removed as far as possible, leaders may employ themselves of certain other adjuncts and facilities which are available in constructive programs which favorably influence morale. The special service officer will be particularly concerned with the utilization of the following:

**a. Stimulating activities on the post such as:**

- (1) Athletics and recreation, hobby clubs, competitions within and without organizations.
- (2) Entertainment, including dancers, motion pictures, amateur dramatics, radio programs.
- (3) Camp or unit publications.
- (4) Education (nonmilitary) including public speaking classes, vocational and cultural classes, libraries, radio programs.
- (5) General discussion of morale problems.

**b. Information aids, including:**

- (1) Informed patriotism.
- (2) Explanation of Army policies.
- (3) Explanation of officer candidate school requirements.
- (4) Explanation of National Service Life Insurance plan and policies.
- (5) Explanation of where and how legal aid may be obtained.
- (6) Lectures on international affairs, etc.

**c. Stimulation of soldier-civilian contacts through:**

- (1) Visits to private homes by invitation.
- (2) U. S. O. and community organizations.
- (3) Habitual correspondence with relatives and friends.
- (4) Community church attendance and social functions.

## PART TWO

## CHAPTER 10

## THEATER OF OPERATIONS ACTIVITIES

	Paragraph
Regulations flexible.....	124
Advance planning.....	125

**124. Regulations flexible.**—*a.* In a theater of operations, morale activities will be carried on in accordance with the provisions of MR 1-10 so far as they apply. Theater commanders are authorized to modify these regulations to meet special conditions with which they may be confronted. Civilian welfare organizations will not operate in a theater of operations except as contemplated for the American National Red Cross by AR 850-75.

*b.* Wide latitude is given theater commanders in meeting the conditions under which the theater of operations is established. Combat conditions, availability of facilities, civilian population, and the geography of the particular theater will necessitate adaptations of principles established in this manual. Reference to chapter 11 and chapter 13 may suggest appropriate specific activities.

*c.* Special service units, composed of five officers and one hundred sixteen enlisted men, have been organized for oversea duty. They will be assigned to theater or task force commanders, who will be responsible for their actual use. In general, special service units are organized with specialized personnel and equipment to service canteens, to supplement and repair recreational equipment of tactical units, and to provide motion pictures, libraries, and other recreational activities.

**125. Advance planning.**—Activities of the special service officer assigned to a tactical unit within a theater of operations will conform to the policy established by the theater commander. Particularly difficult conditions which may prevail in the combat zone and communications zone should be anticipated. Special service officers should develop various plans, based upon anticipated situations, so that an adaptable practical plan is immediately available.

CHAPTER 11

MANEUVER ACTIVITIES

	Paragraph
Preparatory plans.....	126
Army welfare and recreation activities.....	127
Coordination with civilian activities.....	128
General form.....	129
Conclusions.....	130

**126. Preparatory plans.**—Preparations for morale activities during large-scale maneuver periods should be well planned, and arrangements made, well in advance of the time that troops actually enter the maneuver area. Experience has shown that it is appropriate and desirable for the army special service officer to conduct a personal reconnaissance of the area. Conferences on the organization of Army and civilian facilities and agencies should be held with the corps area special service officer and such post and division officers as are familiar with local conditions.

*a.* Large-scale maneuvers are in a measure the proving grounds for troops. The special service officer should have an opportunity to observe and study the reactions of soldiers under field conditions. He should obtain information from appropriate sources relative to the generally accepted morale indices, such as courts martial rates, sick rates, venereal rates, AWOL, and, if possible, company punishments. On occasion, straggling, malingering, breaches of discipline, and violations of orders are also indicative of a lowering in morale. During periods of large-scale maneuvers, commanding officers may utilize the special services officer for studying conditions where the above specified morale factors indicate a state of unsatisfactory morale.

*b.* On occasion, commanders of tactical units on maneuvers have found it appropriate to hold a conference with officers and non-commissioned officers just prior to the opening phase. In some instances these conferences, including an address by the commander, have been broadcast from local radio stations and provisions made for military personnel remaining in the base camps to receive the address by radio. These addresses, in addition to covering tactical and physical aspects of the maneuvers, may well include stress on certain psychological morale factors, such as:

- (1) Simulation of combat conditions.
- (2) Importance of leadership by junior officers.
- (3) Concern for welfare of command.
- (4) Familiarizing the command with the situation.
- (5) Indoctrination.

*c.* This opening conference may be followed by conferences and critiques held by the commanders of lower echelons as the maneuvers progress. Knowledge of the general situation incites favorable reactions in junior officers and enlisted men and might well be introduced into conferences of lower echelons.

*d.* The welfare and recreation program may be divided into two parts, those conducted by the Army and those made available by civilian communities and agencies.

**127. Army welfare and recreational activities.**—These include the following:

*a.* It is usually considered impracticable to carry on large-scale athletic schedules; however, small unit athletic programs may be arranged during rest periods. In some cases, it has been found possible to conduct athletic contests between Army and civilian teams, utilizing local sports facilities for the purpose.

*b.* Temporary outdoor theaters may be established, operating under the Army Motion Picture Service, in appropriate locations, usually near the base camps. Showings should not conflict with active maneuvers. Where Army Motion Picture Service programs are not available, 16-mm recreation films may be shown by the units which have this type of equipment. Certain types of educational films may be utilized during these periods.

*c.* Prompt delivery of mail is essential. This is provided by Army post offices (APO) in the field.

*d.* Radio receiving equipment has been found useful, not only as a recreation factor, but also to acquaint troops with the general situation. The Bureau of Public Relations is normally charged with radio broadcasting activities during maneuver periods; however, special service officers may be called upon to assist in obtaining talent and arranging programs for broadcasts through the proper channels.

*e.* It is considered desirable to continue the supply of home camp publications and civilian newspapers, as well as magazines and periodicals, to the troops during the maneuver period.

*f.* Fixed post exchanges may be utilized in the base camp areas. Mobile exchanges, if the commander deems appropriate, may be

set up during certain periods for sales to troops in bivouac areas or on other occasions.

*g.* Regimental bands may be utilized in base camp areas, and also for providing band concerts, dances, and entertainment for soldier activities in nearby communities.

*h.* Mobile libraries may be established in base camp areas.

*i.* Where transportation is available and its use is considered appropriate, recreation trips to nearby communities and points of interest constitute an excellent morale activity. These trips may be coordinated as outlined in chapter 22.

*j.* Adequate bathing facilities are particularly desirable. Full use should be made of army equipment, artificial swimming pools, streams, and lakes which may be available. Provision of laundry facilities is helpful.

**128. Coordination with civilian activities.**—Control of coordination between troops and civilian communities and agencies is normally the function of the highest headquarters in the maneuver area. While varying methods and plans for securing this control and coordination may be practicable, the following plan has proved successful:

*a.* The army special service officer made a ground survey of the maneuver area and the area adjacent thereto, which could be considered as the potential recreation zone. This survey tabulated the following:

(1) Welfare and recreational services available.

(2) Corps area (service command) installations available to tactical troops during the maneuver period.

(3) Civilian agencies and activities available for liaison and coordination.

*b.* Well in advance of concentration, army representatives, co-operating with the Federal Security Agency and representatives of the U. S. O., contacted the civic leaders of all communities within the recreation area and presented a picture of the planned military activities for the maneuver period. The community was then asked to cooperate and actively participate in the welfare and recreation program by extending the use of its facilities. Civic leaders then organized civilian committees with the communities as follows:

(1) Church and home hospitality.

(2) Comfort facilities.

(3) Service clubs and recreation centers.

(4) Commercial interests (increased stocks, etc.).



(5) Social activities.

(6) Information.

**129. General form.**—*a.* The civilian committees analyzed the facilities available and submitted to Army representatives their findings in the following typical general form:

Name of town \_\_\_\_\_ (Area A) Population \_\_\_\_\_

Mayor \_\_\_\_\_ General chairman \_\_\_\_\_

Committee organization:

1. Church and home hospitality.
2. Comfort facilities.
3. Clubs and centers.
4. Commercial interests.
5. Social activities.
6. Information.

Facilities available for use:

*Recreation areas.*

1. Three athletic fields.
2. Two parks.
3. American Legion swimming pool.
4. Country club swimming pool.
5. One gymnasium.
6. One auditorium.
7. Six social halls.

*Commercial recreation.*

1. Two movies accommodate 1,000 open afternoon and evenings.
2. Three billiard rooms with 8 tables.
3. Four bowling alleys.
4. Six restaurants.

*Comfort facilities.*

1. 36 filling stations (includes outlying) with 30 toilets and 36 drinking fountains.
2. City building with 3 toilets and 3 fountains.
3. Armory with 4 toilets, 8 showers, and 1 fountain.
4. American Legion swimming pool with 2 toilets, 6 showers, and 2 fountains.
5. Country club with 2 toilets, 6 showers, and 2 fountains.

*Housing accommodations.*

1. Two hotels accommodate 90.
2. Private houses accommodate 200.
3. Armory accommodates 100.

Special events:

1. High school football Saturdays \_\_\_\_\_
2. Country fair—dates \_\_\_\_\_

*b.* Arrangements were made in most of the towns to extend their hospitality to troops over week-ends, and the numerous activities included socials, dances, musicals, card parties, church and home en-

tertainments, sports events, etc. Information booths, service clubs, bandstands, shower baths, and toilet facilities were provided.

c. Based upon this survey, consideration having been given to centers of population, recreation facilities, road nets, and areas of troop concentrations, definite recreation zones (see fig. 1) were assigned to army corps and army troops. Administration was decentralized from the army headquarters to the three tactical army corps and the army troops, for the purpose of executing the program. Army corps special service officers were responsible for the coordination of morale activities of divisions and corps troops of that corps within the recreational zone assigned. A special services section was established in the maneuver area headquarters, which had the duty of preliminary and continuous liaison and coordination between civilian agencies and the army corps headquarters involved. Special provisions were made for administering activities of the army troops by designating an officer as army troops recreation officer.

d. The civilian committees communicated with the appropriate special service officer, stating that they would like to entertain at certain functions a given number of soldiers. These invitations were received and apportioned out to the appropriate unit, which would then arrange transportation, policing, and other details for accepting the invitations. Great caution must be taken that troops who have accepted these invitations, which may be preceded by great effort and expense to the community, actually appear at the time and place. Failure to do so will result in unfavorable public reaction.

e. At the conclusion of the maneuvers, the commanding general sent personal letters to those civilian authorities who had been instrumental in the conduct of the community recreation program. Corps commanders personally conveyed their thanks and appreciation to those communities which had constituted the recreation zone assigned to their corps. Commanders of lower echelons extended their appreciation to those towns with which they were particularly concerned.

**130. Conclusions.**—A study of the results obtained by the activities within communities indicated the following conclusions:

a. A community can entertain soldiers numbering approximately 10 percent of its population.

b. The three primary factors for successful community cooperation were found to be—

(1) A strong general chairman of the defense recreation committee with adequate subcommittees.

(2) The establishment of soldier centers with well-defined downtown information booths.

(3) The provisions of adequate shower facilities for soldiers.

c. The importance of utilizing small communities by appropriate scheduling of recreation convoys was evidenced.

d. Unscheduled convoys to communities should be avoided. The Army officers charged with recreation activities should frequently visit local communities offering soldiers recreation, maintaining close liaison so that proper coordination may be accomplished.

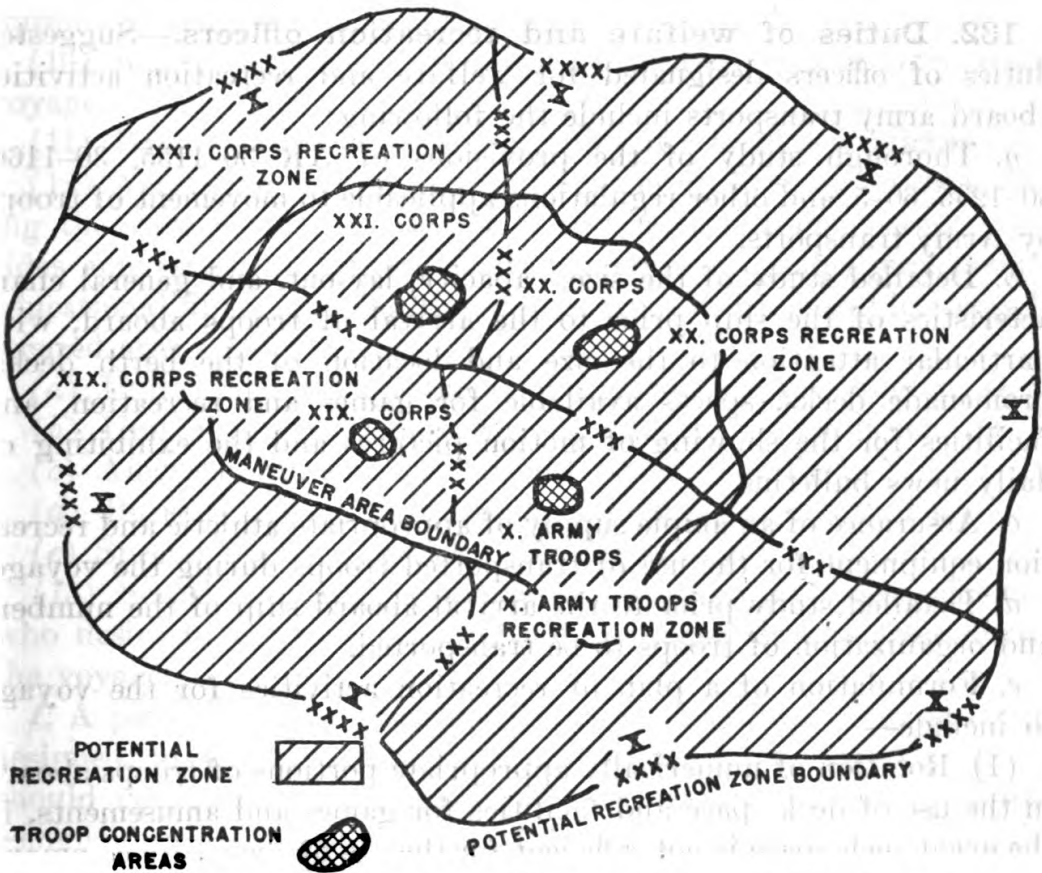


FIGURE 1.—Suggested plan for allotting civilian recreation activities during maneuver periods.

## CHAPTER 12

## ARMY TRANSPORTS

	Paragraph
Morale aboard ship.....	131
Duties of welfare and recreation officers.....	132

**131. Morale aboard ship.**—Movements of troops to bases and departments by army transports require provision for building and sustaining morale of troops aboard ship. This is especially necessary on long voyages. In such cases careful planning of morale activities is vitally necessary.

**132. Duties of welfare and recreation officers.**—Suggested duties of officers designated for welfare and recreation activities aboard army transports include the following:

*a.* Thorough study of the provisions of AR 30-1155, 30-1160, 30-1235, 60-5, and other regulations applicable to movement of troops by Army transports.

*b.* Detailed study of the size, capacity, lay-out, and general characteristics of the ship prior to the arrival of troops aboard, with particular attention to the size and location of the berth decks, promenade decks, spaces available for games and recreation, and facilities for the showing of motion pictures and the exhibiting of daily news bulletins.

*c.* Assurance of an ample supply of appropriate athletic and recreation equipment for the use of transported troops during the voyage.

*d.* Detailed study prior to the arrival aboard ship of the numbers and organization of troops to be transported.

*e.* Formulation of a plan of recreation activities for the voyage to include—

(1) Rotation of numerically appropriate portions of troops aboard in the use of deck space and facilities for games and amusements, in the event such space is not sufficient for the use of the entire command at one time.

(2) Issuance of a program of daily events, to be printed or typewritten and placed on bulletin boards or announced on a public address system.

(3) Deck and tournament games, such as deck tennis, shuffle board, deck golf, darts, and other games appropriate and available.

(4) Boxing and wrestling tournaments every day during good weather to build and sustain competitive interest among troops aboard.

(5) Group singing during the evening with such music as is available, and the words of songs flashed on a screen if possible.

(6) Planning and presentation of amateur theatricals and skits with talent drawn from transported troops.

(7) Providing library and reading rooms with sufficient current literature and books, and as much seating capacity as possible.

(8) Ample cards, checkers, other table games, and various indoor games.

(9) Arranging for and conducting, during appropriate hours, bathing in deck swimming pools, if climatic conditions permit and equipment is available.

(10) Recommendations for adequate canteen service during the voyage.

(11) Band concerts at least once a day if a band is available.

(12) Arranging motion picture shorts every evening on deck during the voyage when weather and tactical conditions permit. Besides entertainment features, motion picture programs may include educational films. Among the sources from which such films may be secured are:

(a) United States Department of Agriculture, Washington, D. C.

(b) United States Department of Interior, Washington, D. C.

(c) American Museum of Natural History, New York, N. Y.

(d) Bureau of Mine Experiments Stations, Pittsburgh, Pa.

(e) Special Services Branch, War Department.

(13) Securing of all possible assistance to any military personnel who desire to continue the study of correspondence courses during the voyage.

*f.* A plan should be presented to the commanding officer of troops assigned to the transport at the first available opportunity. It should conform to the suggestions and training schedule of such commander prior to the arrival of the troops aboard ship. All military personnel on board should cooperate to the fullest extent in advancing the approved plan.

*g.* Special effort should be made by the officer designated for welfare and recreational activities to arrange and conduct, preferably on the evening prior to the arrival of the transport at its destination, a lecture, illustrated with slides or motion pictures, of the base or department to which the transported troops are assigned. Such lecture should include the following:

(1) A brief history of the country.

(2) General geographical and topographical features, the climate, rainfall, etc.

(3) Civilian towns and communities and their geographical relation to posts, camps, and stations.

(4) Approximate population, nationalities, and characteristics of local inhabitants.

(5) Specific suggestions and instructions relative to care to be exercised off reservations regarding food, drinking water and beverages.

(6) Specific suggestions and instructions relative to danger of tropical diseases in civilian communities; mention of poisonous insects or reptiles.

(7) Warning of existence and location of undesirable and forbidden communities or areas.

(8) All other information which may be useful in assisting newly arriving men to orient themselves properly.

## CHAPTER 13

## OUTLYING BASES AND FOREIGN STATIONS

	Paragraph
General considerations.....	133
Duties of special service officers.....	134

**133. General considerations.**—Morale activities for personnel at outlying bases and foreign stations will, in most instances, differ in marked degree from those at continental posts, partly by reason of unusual climatic and geographical conditions, but chiefly because of the absence of civilian communities and municipal recreation areas. In many cases, these soldiers have few opportunities to make civilian contacts. Many of those afforded may lead them into vicious and unwholesome surroundings. As a rule, little or no amusements, athletics, or diversion of any kind exists except that furnished by their own command.

**134. Duties of special service officers.**—The duties of the special service officer in a base command are in general similar to those performed in continental posts. Climate, geographical conditions, isolation, and scarcity of civilian contacts render his functions of great importance. Among the base command special service officer's main objectives, the following may be noted:

*a.* Since outside entertainment for the soldier is in most cases non-existent or wholly undesirable, it is the special service officer's mission to provide, coordinate, and conduct a program of athletics and recreation which will account for virtually all of the soldier's leisure time. Such a program must be planned and conducted with the most careful attention to particular climatic and geographical limitations and to the demands of local training schedules.

*b.* An ample supply of athletic and recreation equipment must be available at all times. Facilities may be difficult to provide, but nothing should be spared to afford at least temporary playing fields, courts, and recreation rooms. Initiative and the ability to improvise are essential.

*c.* Motion pictures, even in open air or improvised theaters, are of such importance they may well be considered a necessity.

*d.* Every means available to the special service officer must be constantly employed to combat and overcome feelings of loneliness

and isolation. Among his best weapons for this purpose are mail service, as frequent and speedy as circumstances will permit; the procurement of means for good radio reception to include spot news, sportcasts, and leading continental programs; and the prompt delivery to the command of a supply of current periodicals and leading newspapers.

*e.* Finally, the special service officer should strive constantly to assist the base force commander in emphasizing to his men the strategic importance of their station.

*f.* Awakened pride in serving with a base force will do much to sustain the soldier's morale during long, monotonous days in unfavorable climate and surroundings.



## PART THREE

## CHAPTER 14

## WELFARE

	Paragraph
General .....	135
Insurance .....	136
Soldiers' and Sailors' Civil Relief Act of 1940 .....	137
American Bar Association .....	138
American Red Cross .....	139
Information to soldiers .....	140

**135. General.**—Welfare activities as they pertain to the individual soldier are a function of command and, basically, should be the concern of the company commander in his exercise of leadership. In higher echelons the problems involved become more nearly those of military personnel collectively. Military activities concerning welfare are set forth in MR 1-10. It is vital that every individual in the military service be fully informed regarding available services.

**136. Insurance.**—In time of war, commercial insurance companies are usually reluctant to underwrite military personnel. Therefore, the availability of Government subsidized insurance for military personnel becomes increasingly important from every point of view. United States Government Life Insurance is available to veterans of the World War only. Officers and enlisted men on active duty are eligible for National Service Life Insurance within the limitations provided by law. Each member of the armed forces should be fully informed in regard to the insurance available to him and given every opportunity to make application. He also should be informed that in certain instances commercial life insurance policies are protected by law from lapse (Soldiers' and Sailors' Civil Relief Act of 1940).

**137. Soldiers' and Sailors' Civil Relief Act of 1940.**—This Act makes provision, in certain instances, to suspend the enforcement of certain civil liabilities of persons in the military service. Commercial life insurance policies are protected for a total of not more than \$5,000 when the individual is unable to continue his payment of premiums. The Act does not grant a moratorium to any debtor even though he may have been selected for military service. It does not prevent a creditor from bringing suit to enforce collection of an

obligation or to foreclose a defaulted mortgage or to forfeit a defaulted installment sales contract. It merely authorizes the courts to stay such an action up to the termination of the military service of the debtor, plus an additional period as indicated in the law according to the kind of case involved, where it appears that the debtor is less able to pay his debt or perform his contract by reason of military service. The administration and interpretation of this feature of the law is placed in the hands of the appropriate courts of the nation. For further information consult the references indicated in the appendix.

**138. American Bar Association.**—The committee on national defense of the American Bar Association through state and local committees has established means of providing legal service to military personnel and their families. Legal aid societies in various sections of the country have also made their facilities available to military personnel.

**139. American Red Cross.**—The American Red Cross derives its authority from an international convention, the Geneva Convention, from its Congressional charter of January 5, 1905, and from AR 850-75. This organization serves with the armed forces to render volunteer aid to the sick and wounded of armies, to act in matters of voluntary relief with the Army and Navy and as a medium of communication between the people of the United States and their Army and Navy in time of peace or war. Under the provisions of section 127-A of the National Defense Act, the President details officers of the Army and Navy to Red Cross national headquarters to act as liaison officers in the conduct of the Red Cross work with those departments. Through field directors at Army stations and hospitals, the American Red Cross conducts communication service for the personnel and the military authorities where contact with the home community is required. It provides or arranges family service where difficulties in soldiers' families require such service. It also provides social service and medical social service in military hospitals and conducts the recreation program in such hospitals under the direction of the commanding officer of the hospital. It is prepared to apply any of its services to Army needs or to act in meeting any emergency situation which might affect the welfare or health of soldiers and their families.

**140. Information to soldiers.**—The services available to soldiers and their families may be unfamiliar to them. These services are part of a soldier's compensation and their availability is sometimes

of extreme importance to the soldier and his family. The special service officer should be sufficiently acquainted with the material of this chapter and the references cited in the appendix to inform soldiers or officers understandably. The Judge Advocate General of the Army or a Red Cross representative may be of assistance, but a program of acquainting soldiers with welfare services, either through the camp newspaper or by talks, is desirable.

## CHAPTER 15

## ATHLETICS

	Paragraph
Planning .....	141
Selection of assistants .....	142
Athletic section .....	143
Post athletic officer .....	144
Division athletic officer .....	145
Athletic officer's assistants .....	146
Athletic councils .....	147
Subcommittee on athletics, joint Army and Navy committee on Welfare and Recreation .....	148
Funds .....	149
Facilities .....	150
Maintenance of facilities and equipment .....	151
Programs .....	152

**141. Planning.**—Diligent preparation for athletic programs is necessary. Plans should include as wide a field of athletic activity as is feasible under field training conditions. Athletic programs should be energetically developed and encouraged as leisure-time activities. Special service officers should acquaint themselves with the athletics section in the Regimental Recreation Officer's Guide.

**142. Selection of assistants.**—The selection of assistants for athletics should be made only after careful consideration of the qualifications of all available personnel. A study of qualification cards will be of value in this connection. Officers and men selected for this duty should possess qualities of demonstrated leadership, specialized experience, resourcefulness, ability to cooperate, initiative, interest in, and enthusiasm for such duty.

**143. Athletic section.**—It is suggested that a special section for athletics be established under the special service officer in divisions and the larger post complements. The detail of a full time athletic officer to head such a section should not relieve the special services officer of responsibility to his commander for the athletic program. All athletic officers should familiarize themselves with the Regimental Recreation Officer's Guide.

**144. Post athletic officer.**—Suggested functions of post athletic officer are the following:

*a.* Coordinate over-all camp athletic programs, acting as chairman of athletic council of the post welfare and recreation advisory council if one is organized.

*b.* Initiate and maintain charts and diagrams of post athletic facilities.

*c.* Maintain chart of assignments for use of post facilities for athletics.

*d.* Plan, develop, stimulate, and supervise athletic activities within the post complement.

*e.* Assist the special service officer in obtaining use of athletic facilities in local communities.

*f.* Provide the special service officer with pertinent information concerning individuals and units participating in athletic events on the post.

*g.* Make recommendations for the initiation and development of new post athletic facilities and, when approved, supervise the construction thereof.

*h.* Exercise general supervision of post athletic equipment, fields, and facilities.

*i.* Anticipate athletic equipment needs and assist all units on the post by coordination of purchases in single orders to insure early delivery for seasonal needs.

*j.* Assist the special service officer in arranging any athletic contests with civilian teams.

*k.* Compile and publish within the post an athletic bulletin containing information of events, schedules, dates, team standings, or other items of athletic interest.

*l.* Recommend types of awards for athletic events.

**145. Division athletic officer.**—Suggested functions of division athletic officer include:

*a.* Plan, develop, stimulate, and supervise athletic activities within the division, and act as chairman of division athletic council if organized.

*b.* Initiate and maintain charts and diagrams of facilities assigned to or available for use of division.

*c.* Furnish the special service officer publicity items concerning division athletic activities.

*d.* Anticipate athletic equipment needs and make recommendations concerning purchases.

*e.* Assist the special service officer in arranging athletic contests between division and other teams.

*f.* Compile and publish within the division, an athletic bulletin containing information of events, schedules, dates, team standings, etc.

*g.* Recommend types of awards for division athletic events.

**146. Athletic officer's assistants.**—Each division or post athletic officer should be provided with adequate personnel with which to

accomplish the functions assigned to his section. In addition to permanently detailed personnel, volunteer part time assistants for each activity are desirable.

**147. Athletic councils.**—Athletic councils may be established to assist in planning, developing, stimulating, supervising, and conducting all pertinent phases of the athletic program. Such councils, if organized, should meet and function regularly.

*a.* An athletic council for the post, camp, or station may be formed to operate under the direction of the post welfare and recreation advisory council. This may well consist of representatives from each division and separate unit on the post. The post special service officer and the post athletic officer should complete the membership of the council. The post athletic officer should be chairman. The duties of the post athletic council parallel those outlined for athletic activities of the regimental recreation councils as they pertain to post athletic activities. In addition, it should be the duty of the post athletic council to coordinate the use of sports arenas and other post athletic facilities and to arrange for their adequate and fair assignments; to recommend the allocation of funds made available by higher headquarters for welfare of enlisted men; to cooperate with, and assist in developing, community public relations; and to plan, develop, and obtain new athletic facilities.

*b.* An athletic council for each division may be formed to operate under the division special service officer in a manner similar to the operation of the post athletic council. Such a council may appropriately be represented by the recreation officers of each regiment, separate battalion, or similar unit. The division special service officer and the division athletic officer should complete the membership of the council. The division athletic officer should be chairman. The duties of this council should be the same as those outlined in the *Regimental Recreation Officer's Guide* for the regimental recreation councils as they pertain to division athletic activities.

**148. Subcommittee on athletics, Joint Army and Navy committee on welfare and recreation.**—All members of this subcommittee have an official status as special consultants to the Secretary of War and have volunteered their services in assisting and advising on camp athletic problems. Commanding officers or the athletic officers of the various posts and camps should feel free to communicate with members of the subcommittee with reference to any particular athletic problem concerning which the advice of a member might be desired. If a personal visit is considered advisable, arrangements should be made between the commanding officer and the committee

member sufficiently in advance to enable the member to arrange for travel authority from the Joint Army and Navy committee on welfare and recreation.

**149. Funds.**—*a.* "Welfare of Enlisted Men, Army" funds are appropriated funds. Therefore, it is necessary that athletic equipment purchases be made against a contract bulletin from the office of The Quartermaster General. To obtain the full value, it is recommended that only first quality merchandise listed on contract bulletins be purchased. Articles of athletic equipment not listed on contract bulletins may be purchased on the open market by normal procedures as prescribed by procurement quartermasters. AR 5-240 will, in an emergency, permit open market purchase of equipment even if listed on contract bulletins. W. E. M. A. funds are obligated by commanders who may desire the recommendation of special service officers. It is urged that special service officers coordinate the obligation of these funds by foresighted suggestions from unit officers. Each unit should be notified as to the amount of the procurement authority available to it. With the approval of the commanding officer concerned, post special service officers should then obtain lists of athletic equipment desired by each unit. Such lists should then be taken to the post quartermaster as the basis of a requisition for purchase. It should be the special service officer's responsibility to see that requisitions for equipment are periodically obtained from lower units and submitted to the post quartermaster for purchase on one order. To expedite delivery, needs should be anticipated and requisitioned in sufficient time to permit normal delivery without interference with seasonal programs.

*b.* Profits from post exchanges and other local funds may also be used for the purchase of athletic equipment. Post and division special service officers should offer all available assistance and guidance to unit commanders to obtain the best and most needed athletic equipment.

**150. Facilities.**—Post special service officers should make a survey of available athletic facilities on the post and prepare a diagram or map locating such facilities. New installations should be entered as projected or completed. This diagram should show all facilities, by sports, which are available for use, improvised, under construction, and proposed.

*a.* Resourcefulness of the post special service officer, plus the assistance of all unit special service officers and the post athletic council, is necessary to obtain new facilities. These facilities can be pro-

vided by using available post funds, available vehicles and soldier labor, and by ingenious improvisation.

*b.* The problem of developing satisfactory surfaces for various outdoor sports differs with the soil and weather conditions at each separate post. The types of surfaces most practicable will likewise differ. Therefore, each post presents an individual problem which must be studied separately. Valuable assistance in solving this problem can be obtained from the athletic departments of nearby schools and colleges, from the recreation departments of nearby cities, from the National Recreation Association at 315 Fourth Avenue in New York City, or from the Chief of the Special Service.

*c.* In the large posts, sports arenas with complete basketball, boxing, wrestling, and game equipment have been provided. Since these sports arenas are post installations, they normally become a specific responsibility of post special service officers. The use of the sports arenas must be coordinated by the post special service officer. A chart of schedules should be maintained showing the dates, hours, and units which have been assigned the use of facilities provided. This chart should include arrangements for boxing, basketball, badminton, volley ball, wrestling, etc.

*d.* A floor plan showing the arrangement of courts, together with instructions on procedures to follow in painting such courts on the floor, is provided by the Special Service. In addition to these markings, it is possible and desirable to add other courts for tennis, shuffle board, indoor baseball, and various other activities.

**151. Maintenance of facilities and equipment.**—Great care should be taken to insure that all facilities are kept in proper playing condition. Equipment for sports areas must be given excellent care to insure long life. All athletic equipment and supplies must be properly cleaned, repaired, and stored after use. Proper care of equipment and facilities is best obtained by assignment of definite responsibility.

**152. Programs.**—*a.* The athletic program should be so designed as to point toward the physical development and conditioning of troops, stressing particularly maximum participation in physical contact sports. The development of highly specialized teams will not accomplish this objective. Group games and athletic competition performed in battle equipment and involving rapid movement of weapons over matériel in prescribed obstacle courses are considered desirable.

*b.* Adequate programs should be prepared, supervised, and coordinated. Post special service officers should coordinate athletic sched-



ules with the unit special service officers on the post to insure the efficient use of available facilities. Close cooperation between post and division special service officers is essential to a good camp athletic program. A chart of all available facilities should be maintained by the officers concerned. This chart should contain a record of the duties of personnel, and the hours and organizations assigned the use of each installation. Sample charts for post installations are shown in figures 2 and 3. Adaptations of these charts will be found useful by organization special service officers and regimental recreation officers. Camp leagues, division leagues, regimental leagues, and battalion leagues should be stimulated. Post and division special service officers can lend valuable assistance in establishing and maintaining interest in all such activities. A suggested program is outlined below for guidance in planning and preparing unit and post programs. This program is subject to modification to meet local conditions and availability of facilities.

*c. Suggested competitive games include—*

(1) *Basketball*.—Each division, each separate nondivisional unit, and the post complement should determine a representative championship basketball team. Teams should be grouped into units similar to battalions and regiments. Each battalion or similar unit should then conduct a round-robin schedule with teams meeting twice. The team finishing the schedule with the highest percentage would be battalion champion. Winners of battalion leagues should then engage in a tournament of the single elimination type, with the survivor being the regimental champion. The divisions should then conduct a round-robin schedule between regimental winners to determine the division champion. The division champions, the champions of the nondivisional units, and the champions of the post complement should meet in a round-robin schedule, with the team finishing with the highest percentage being the camp champion. Or, if desired, after the regimental or unit champions have been determined, regimental or similar unit all-star teams could be formed and a round-robin tournament held. A division all-star team could be formed for outside competition. If facilities permit, both plans could be utilized.

(2) *Boxing*.—Each company, battalion, regiment, and division should determine its champions by elimination in the order named. Nondivisional units garrisoned on the post should follow the same procedure as should the post complement. The winners of these three groups should then meet in an elimination tournament to determine camp champions in each weight.

(3) *Volley ball*.—Volley ball tournaments should be conducted in the same manner as outlined for basket ball.

(4) *Baseball*.—Both baseball and playground baseball leagues should be conducted in the same manner as basketball, except that in league play it is considered desirable that each team play the others four times if possible.

(5) *Tennis*.—Tennis tournaments should be conducted in the same manner as outlined for boxing to determine singles and doubles champions of the camp.

(6) *Football*.—This sport is highly desirable but because of its excessive cost, it does not lend itself to small unit competition. If facilities and equipment are available, regimental, nondivisional units, and post complement teams may compete in a league for the camp championship.

(7) *Other sports*.—Much advantage can be obtained by conducting similar schedules in many other sports, including badminton, horse shoes, touch football, six-man football, soccer, etc.

*d.* Exercise for large groups, with rifle or mass boxing calisthenics, should supplement the leisure-time athletic program or take its place, when the military situation or lack of facilities make a more comprehensive program unfeasible.

## SPECIAL SERVICE OFFICER

# ATHLETIC FACILITIES, ASSIGNMENTS Camp -----

(1) Facility	(2) Permanent assignment	(3) Maintenance responsibility	(4) Special assign- ment
Baseball diamond #1-----	⊙	⊙	
Baseball diamond #2-----	⊙	⊙	
Softball diamond #1-----	⊙	⊙	
Softball diamond #2-----	⊙	⊙	
Football field #1-----	⊙	⊙	
Football field #2-----	Post complement	⊙	
Volley ball court #1-----	⊙	⊙	
Volley ball court #2-----	⊙	⊙	
Badminton court #1-----	⊙	⊙	
Badminton Court #2-----	⊙	⊙	
Obstacle course-----	Post complement	Post complement	
Running track-----	Post complement	Post complement	

## NOTES

1. All athletic facilities on the post should be listed in column 1, leaving adequate space in which to list new facilities as they become available. Column 2 should contain assignments of a permanent nature. (Facilities assigned either on a permanent or temporary basis must have adequate maintenance to insure excellent playing conditions.) In column 3 the unit charged with the maintenance and playing condition upkeep is recorded. All temporary assignments for the use of facilities temporarily assigned to other units for specified purposes should be recorded in column 4.

2. All facilities and headings should be painted on the chart leaving adequate space to list new facilities as they become available. Likewise, all permanent assignments should be painted or recorded in chalk in the proper column. The balance of the information should be recorded on paper disks of a suitable size, preferably edged with metal, which can be placed on hooks permanently fastened in the various columns of the chart.

FIGURE 2.

ASSIGNMENT CHART FOR SPORTS ARENA

Month, April

Day of Week	Date	HOUR	2 to 4 p.m.	4 to 5 p.m.	5 to 6 p.m.	6 to 8 p.m.	8 to 10 p.m.	10 to 12 p.m.
Monday	2		2d Bn 800th Inf Practice	3d Bn 800th Inf Volley Ball	1st Bn 800th Inf Badminton	Post BB League Schedule	Post BB League (see sched.)	Post Badminton League (see sched.)
Tuesday	3							
Wednesday	4							
Thursday	5							

FIGURE 3.

Assignments for sports arena charts should be recorded for 1 week only. Long-time assignments should be recorded on a paper chart as a basis on which to plan assignments and to prevent duplication. This information can then be transferred to the large chart for the applicable week or it can be posted daily. To post daily, the following example can be used: On Tuesday, the schedule for Monday of that week is no longer necessary so the schedule for Monday of the next week can be posted. On Wednesday, the schedule for the next Tuesday can be posted, etc.

## CHAPTER 16

## DRAMATICS

	Paragraphs
General .....	153
Musical productions.....	154
Plays or playlets.....	155
Organization .....	156
Music .....	157
Actresses .....	158
Amateur Theatrical Manual.....	159
Costumes and make-up.....	160
Sets and drapes.....	161
Original material.....	162
Competition .....	163
Tournaments .....	164
Civilian advisors.....	165
Facilities .....	166
Professional theatricals.....	167

**153. General.**—Dramatics serve a threefold purpose in the recreation program. They provide a medium for soldiers to exercise and develop dramatic ability, give relaxation and enjoyment and engender a pride of organization through capable performances by fellow soldiers. This form of recreational activity requires maximum assistance at its inception. Once a few shows are presented, the dramatic program gains momentum, and the enthusiasm of the men supplies the incentive to attempt larger and better productions. Lags may occur, particularly after an elaborate production has been staged. The men may be reluctant to attempt anything further, fearing they will not achieve the popularity of their first effort. Often the remedy is a temporary change in the enlisted personnel directing or stage-managing the shows. Friendly rivalry among the performers and in the backstage crew of various shows among the units should be encouraged since it increases the desire to stage more shows. Following preliminary organization and the staging of amateur theatricals and amateur or "opportunity" nights, it is well to consider the two governing factors of soldier theatricals, music and drama, for the purpose of planning a long-range program.

**154. Musical productions.**—In musical acts, instrumental or vocal, a common tendency of the performer after appearing before an audience of fellow soldiers is to change only the musical selection

for subsequent shows. If a performer reappears numerous times, even with a change of musical selection, audience interest in his efforts may decline unless he is exceptionally good. More ambitious shows should be attempted to vary the manner of presentation. Several varieties of productions might be used, including the following:

*a. Revues.*—By eliminating the master of ceremonies and having the acts follow each other without announcement, a vaudeville show is changed into a revue. A break between acts can be accomplished by closing the curtains or by blackout (turning off all stage lights). The addition of short dramatic or comedy playlets, interspersed with musical or dancing numbers, further enhances these revues. Bright and fast-moving tunes, with an occasional romantic ballad, will make a show attractive despite mediocre performers.

*b. Minstrel shows.*—Numerous books contain material and suggested routines for this type of show. New material or new jokes are not as necessary as variety of acts, personality of the performers, and brightness of music. Audiences generally enjoy the old “gags” found in practically every standard joke book.

*c. Musical comedies.*—A plot must run through all scenes to give continuity. Original ideas can be developed into excellent programs. Spanish or Latin-American backgrounds are particularly good, providing an opportunity to use bright and colorful music and costumes. If writers are not available to create original lines and music, successes of the past could be revived.

*d. Operas and operettas.*—Military units usually have sufficient qualified vocalists to attempt an operetta, perhaps in condensed form. Initial productions should contain material and music which has proved successful and is available in published form. As interest and experience increase, original vehicles can be used.

*e. Community sings.*—Even if the musical talent available is insufficient to stage elaborate productions, interest in this type of entertainment nevertheless should be encouraged. Community sings with interpolated musical acts, a fundamental form of entertainment for maneuvers and in places where theatrical facilities are not available, can be staged periodically.

**155. Plays or playlets.**—Because requirements are few and interest great, it is possible to organize several groups to rehearse different plays and one-act playlets simultaneously. Selection of material should be supervised closely. A common tendency, after several ordinary plays are presented, is to attempt something “arty” or risque. Even after careful selection, it may be necessary to censor certain lines or scenes. Comedy dramas, mystery comedies, or farces

should be encouraged as they are more popular and more available in published books than serious plays.

**156. Organization.**—Soldier theatricals should be developed in a systematic manner to extend over a long period of time. The special service officer should encourage amateur theatricals among various units. A qualified enlisted man may be selected as soldier director. Other enlisted men may be designated to assist, the number being governed by the size of the camp or post. Some plan of organization should be devised by the soldier director so his successor can continue the program if he is transferred. Such a plan also enables the special service officer to check progress and accomplishments.

**157. Music.**—Coordination between musicians and the theatrical group is necessary in perfecting any production, since music plays an important part in its success. If a large musical organization is not available for overture and entr'acte music, a small group should be organized for this purpose. When a production requiring a large amount of music is being developed, provision for sufficient rehearsal time is essential.

**158. Actresses.**—The men should be permitted to select actresses to play feminine roles in their productions. Generally, in a nearby city is a Little Theater group which will gladly provide capable actresses of good character. Qualified feminine talent may be found on the post. It is considered advisable to permit the men to choose the actress they consider best fitted to play a part. To use duress in casting may make the men lose interest and discourage them from further dramatic activities. Use of chorus girls in soldier casts should be discouraged.

**159. Amateur Theatrical Manual.**—This booklet, which has been distributed to all posts, will assist the men in initiating and staging their own productions. It is a complete guide for selecting, rehearsing, and staging dramatic and musical shows. Its use should be encouraged.

**160. Costumes and make-up.**—Lack of costumes, make-up, or suitable dressing for a stage tends to discourage soldier theatricals. Some method should be devised to secure these essentials. The men, with slight encouragement, will generally exercise their own ingenuity to secure them if money is not available for their purchase.

**161. Sets and drapes.**—Some men, not interested in performing before an audience, have a talent for creating original, effective, and artistic scenery and improvising curtains or draperies for productions. They should be encouraged because the result of their efforts will enhance the appearance of the show.

**162. Original material.**—Writers should be induced to create original material for presentation by soldier casts. One of the best encouragements is to give them full credit for all material created by them and used in soldier productions. They should be urged to attend rehearsals and offer worthwhile suggestions. In the creation of larger revues or musical comedies, they should be requested to attend preliminary discussions and contribute material necessary for this particular type of entertainment. Although their original manuscripts may not be as outstanding as some of the published material and plays, there is an additional incentive to be found in presenting the creations of the soldier writers.

**163. Competition.**—An effective method of increasing interest in soldier theatricals is the encouragement of intra-organization and inter-organization competition. Often, a unit will have sufficient talent to maintain a regular schedule of amateur or opportunity nights, enabling those who have been eliminated or failed to win a prize one night to change their act and compete on subsequent programs. Winners could be selected by audience applause or by a board of judges and suitable prizes offered each night. This plan will reveal the best talent and outstanding acts which could be used in a large revue or musical comedy.

**164. Tournaments.**—Another method of encouraging soldier dramatics is a periodical one-act play tournament at which each battalion or smaller unit presents a 5 or 10 minute dramatic vehicle. Among larger organizations, a similar idea could be used with three-act plays being presented on succeeding nights. Suitable prizes could be awarded the winners.

**165. Civilian advisors.**—A civilian advisor on soldier theatricals, capable and experienced in theatrical production, is assigned to each corps area to initiate soldier productions, advise interested military personnel, coach the directors of soldier shows, assist in the selection of material, and aid in solving production problems. Each serves in an advisory capacity on all shows in his corps area instead of creating, directing, and staging certain single productions. Due to the limited number of advisors and the large number of camps to be reached, it is not desirable for them to become too deeply involved in any one production, thus restricting their activities to one camp for a lengthy period. It is suggested that when an advisor reports to a camp, a meeting of all recreation officers be called so he can explain the purpose of his visit and how they can be of most assistance. Thereafter, for a limited period, he should be permitted to meet with the various recreation and special service officers to advise them



about their individual problems. After certain plans have been discussed and assistance in initiating productions given, the advisor should be released for a visit to another camp with the understanding he will return later to assist further with the program initiated. It is desirable for the soldiers to become experienced in the direction and production of soldier plays and shows so they can supervise these activities after the civilian advisor has departed.

**166. Facilities.**—Soldier productions, unless too elaborate, should “try out” in smaller recreation buildings until they have proved worthy of presentation in the larger theaters. This will encourage units to improve their productions to merit larger audiences. When meritorious productions have been developed, an opportunity to perform in more than one theater should be afforded. Schedules of soldier productions should be maintained.

**167. Professional theatricals.**—Camp Shows, Inc., a nonprofit agency and constituent organization of the U. S. O., is providing a schedule of vaudeville, revues, musical comedies, and plays for the entertainment of military personnel at each camp within the continental limits of the United States. Each unit will usually comprise a different form of entertainment. An officer, assigned for the purpose, should be present at the theater when the show arrives and remain until after the first performance. Procedure for this activity is prescribed by the War Department.

## CHAPTER 17

## SOLDIER PUBLICATIONS

	Paragraph
Purpose .....	168
Organization and production .....	169
Liaison .....	170
Responsibility of special service officer .....	171
Function of special service officer .....	172
Promoting interest .....	173
Editing .....	174
Potentialities .....	175

**168. Purpose.**—A camp newspaper serves several purposes. It informs the men of the camp on the activities of the camp. It is a convenient medium for dissemination of ideas and is a vehicle for camp humor. These newspapers are mailable by soldiers to their families and friends as a ready-made newsletter. They provide a medium of expression by the individual soldier of his reaction to military life. Because of these and other functions, the camp newspaper is recognized as a morale factor and a morale index and is therefore of immediate interest to the special service officer.

**169. Organization and production.**—The actual work of producing a newspaper or even a small news bulletin calls for a certain specialized ability, developed only by experience. For this reason, the personnel employed in this function should be individuals capable of and interested in performing this work. Suggestions to be studied and directives to be consulted when initiating a camp newspaper, or when making decisions in connection with its operation and control, are obtainable upon request from the office of the Chief of the Special Service.

**170. Liaison.**—Because responsibility for the camp newspaper as an institution is primarily a morale function rather than a public relations function, special service officers should work in close cooperation with public relations and intelligence officers. In a general way, a special service officer can induce proper attitudes in soldier publications by personal contact and informal suggestions. The camp newspaper, while addressed primarily to military personnel, also has some circulation outside the camp since it is mailed to families and friends of soldiers. It is therefore a medium of open communication in both directions.

**171. Responsibility of special service officer.**—The special service officer should consider himself responsible for the content of the camp and unit publications, whether it is printed and issued entirely by military personnel or by arrangement with commercial publishers.

**172. Function of special service officer.**—The special service officer should keep the commanding officer informed on all matters of major importance pertaining to camp publications. He also may guide and assist the editors by recommendations concerning the following:

*a. Editorials.*—Politics and personal ambitions have no proper place in camp newspaper editorials or articles. The special service officer should be on the alert to note any subversive opinions or suggestions.

*b. Policy.*—Publications should conform with directives regarding advertising and general policies. The special service officer should ascertain that no stories or pictures are unduly offensive to good taste. Camp papers are for soldiers and humor may be expected to be somewhat crude and gusty at times, but it should be remembered that when a camp newspaper is sent to the folks at home, it represents Army life and Army standards of speech and conduct.

*c. Organization and coverage.*—The organization set up for producing the camp paper should include personnel charged with watching current publications, both civilian and military, for any interesting items having a bearing on military morale. The camp publications personnel should have contact with all units of military personnel present on the post, through personal representatives who keep the newspaper editor currently supplied with unit and personal items for publication.

*d. Items pertaining to morale.*—The special service officer should make suggestions to the editor for appropriate articles on themes pertaining to morale. In this connection, the Special Service publication, "Notes on Morale Activities," will be helpful.

**173. Promoting interest.**—To obtain the complete enthusiastic support and cooperation of every man in the unit, regardless of his rank, he should be made to feel that he can contribute to the publication as well as find pleasure in its content. Those who write or draw well, or are proficient at photography, are obviously good staff material. Many who have none of these talents can supply entertaining articles, gossip, and anecdotes which can be whipped into shape by the staff; and still others can dig up news items of interest and contribute ideas of distinct value. Contributions, in whatever form,

should be earnestly solicited from every man. The aim of such a publication should be to inform, instruct, and entertain its readers. News is its most important content. It should include every activity of the Army and of Army men in the vicinity. Generally, soldier readers desire to have accounts of all activities or features of Army life which they have witnessed or in which they have participated.

*a.* Since every man is intensely interested in his own well-being, reporters or correspondents should cover every phase of professional activity or of information and orders concerning such matters as pay, promotions, transfers, details, special schools, officer candidate schools, and the like. It is not desirable, however, to give too much space to stories unduly publicizing persons who happen to be in a temporarily conspicuous position. If some individual is doing a commendable or an important piece of work, let the work itself be analyzed and publicized, credit being given where due without exaggeration or flattery.

*b.* Athletic news should cover fully every event and every sport in which Army men in the camp or unit participate and should summarize outside events in which they are interested.

*c.* The publication of a "roll of honor" is a stimulant of soldierly pride. This would include all those who have received some promotion, award, or distinction.

*d.* Readers are interested in all items which authoritatively explain the organization of the Army and of its particular units. Editors have an excellent opportunity to help each man develop a better understanding of the service and of his duties to himself and to the Army.

*e.* A selection of important items from regular bulletin boards is often a helpful feature. Entertainment features, service club programs, and athletic schedules might be given space in this manner.

**174. Editing.**—Unless edited carefully, cartoons, editorials, or news items, particularly those dealing with such subjects as deficiencies in training and equipment unintentionally may tend to produce discontent and depression. Any attempts which tend to split the Army into groups or classes, thereby creating distinctions and comparisons, are undesirable. The same is true of those which tend to undermine constituted authority.

*a.* Soldier publications are closest to the troops. To permit the inclusion of alien propaganda is a triumph for the enemy.

*b.* Soldier publications sometimes undertake to remedy local conditions by publicity. If discussion of a local situation requiring correction is necessary, it should be done objectively, with frankness,

with factual accuracy, and impartially. Ridicule and caricature are very useful and effective but should be employed with the smile of good humor rather than with the sting of vindictive wit.

**175. Potentialities.**—Appreciation of and familiarity with these considerations can make the camp publication a stimulant to cheerfulness, contentment, local interest, pride in service, personal ambition, *esprit de corps*, and discipline within the command. A comprehensive effort should be made to insure the publication and proper presentation of items designed to enhance morale.

## CHAPTER 18

### MUSIC

	Paragraph
General .....	176
The national anthem.....	177
Musical assistance.....	178
Musical standards and training.....	179
Massed camp or division band.....	180
Massed band in concert.....	181
Band cooperation.....	182
Drum and bugle corps.....	183
Camp or division orchestra.....	184
Guest conductors and artists.....	185
Volunteer bands and orchestras.....	186
Group singing.....	187
Army Song Book.....	188
Civilian music.....	189
Traveling professional musical groups and concert artists.....	190
Recorded music.....	191
Radio.....	192
Music in combat zone.....	193

**176. General.**—Service songs pertaining to a branch, division, or regiment inspire *esprit de corps*. Impromptu musical entertainment in the field quickly revives drooping spirits and tired bodies. Composition and adoption of unit songs engenders pride of possession and enthusiasm in expression. A well-trained band imparts inspirational zest and instills verve and spirit in a military organization. Music is an essential ingredient in the development of social activities and entertainment programs. Music adds color and life to sports, athletic contests, and military functions. To be effective fully, it must include both formal band music and the informal music developed by the soldier.

**177. The national anthem.**—Playing the Star Spangled Banner is always an important military ceremony and must be so considered.

The arrangement should be carefully selected and played without unnecessary repetition of strains.

**178. Musical assistance.**—The principal sources of musical assistance are the following:

- a.* Authorized or voluntary Army bands and orchestras.
- b.* Musically experienced Army personnel not serving as bandmen.
- c.* Civilian musicians from neighboring communities.
- d.* Traveling professional musical groups and concert artists.
- e.* Recorded music (phonograph).
- f.* Radio.

**179. Musical standards and training.**—Musical standards of the camp should be high. Whether in swing music, a barbershop quartet, division chorus, or massed band concert, participants should make careful preparation and present their musical offerings sincerely. To encourage musical efficiency, the special service officer should frequently confer with band leaders, song leaders, and other music instructors of the camp to familiarize himself with their organizations and make recommendations for eliminating conditions which are not conducive to satisfactory musical performance.

**180. Massed camp or division band.**—The camp or division special service officer normally is not concerned with a single regimental band except for radio broadcasts and special occasions requiring but one band unit. He may be concerned with the activities of the several musical units with the camp or division. All bands of the camp are frequently massed to form a playing unit consisting of a large number of bandmen. With sufficient preparation, massed bands are capable of performing in a credible manner. Special service officers should familiarize themselves with paragraph 38, FM 28-5.

**181. Massed band in concert.**—When massed bands participate in concerts, it is important to ascertain if facilities for the presentation of the massed band concert are adequate and that all advance arrangements have been made. These include—

- a.* A suitable location.
- b.* Adequate lighting.
- c.* Sufficient chairs for the bandmen.
- d.* Protection against strong wind if the concert is outdoors.
- e.* Seating for the audience if practicable.
- f.* Printed programs if practicable.

*g.* Sound amplification for soloists and announcements if necessary.

*h.* Ushers.

**182. Band cooperation.**—The massed band necessitates bringing into close relationship members of different bands. Each musical group will differ in character to some degree. Recognizing differences in temperament and learning the problems of each group will assist the special service officer and the band leader in the solution of these problems.

**183. Drum and bugle corps.**—The combined regimental drum and bugle corps, drilled in marching with the massed band and practiced to play certain march strains with the larger organizations, will add martial spirit and tonal volume. The privilege of participating in camp and divisional ceremonies with the massed band will stimulate and encourage members to perfect their playing and marching ability.

**184. Camp or division orchestra.**—*a.* By utilizing band personnel and experienced orchestra musicians who are not serving as bandmen, it is usually possible to organize a camp or division orchestra conforming in size and instrumentation to the requirements for the standard symphony orchestra. This will enable many professional musicians who are serving in the Army to retain their musical touch and skill. The conductor may be one of the band leaders or someone serving in a nonmusical capacity. He should be selected because of his ability in the orchestral field and not on the basis of rank.

*b.* Although equipping a large symphony orchestra presents a serious problem, players of stringed instruments may willingly furnish their own for the privilege of membership in the orchestra. The necessary library music may be secured a few pieces at a time through gifts and from the loan or rental of symphonic music.

**185. Guest conductors and artists.**—Stimulation of player and listener interest by the occasional presence on the platform of famous bandmasters, orchestra conductors, song leaders, and solo artists will repay the effort necessary to arrange for such guest conductors and artists.

**186. Volunteer bands and orchestras.**—A command too small for authorized bands normally has several experienced musicians who could be organized into a volunteer band, orchestra, dance band, or string group. Usually, the individual players are willing to use their own musical instruments.

**187. Group singing.**—Group singing should be encouraged in every possible way. To promote interest in group singing, the following aids are suggested:

- a.* Selection of capable and enthusiastic song leaders within organizations.
- b.* Adequate assistance and stimulation from higher headquarters.
- c.* Suggested plans for interesting sings among small groups.
- d.* Development of camp or division sings in connection with the massed band and camp symphony orchestras.
- e.* Radio broadcasts arranged for singing groups.
- f.* Assistance of experienced and capable vocal instructors and directors of group singing from nearby civilian communities.
- g.* Habitual use of the Army Song Book.
- h.* Selection of songs familiar to the group.
- i.* The use of song slides and motion picture singing shorts.

**188. Army Song Book.**—Soldiers should be encouraged to learn the 67 songs in the Army Song Book. This book contains the songs of all branches of the service, American folk song, popular character songs, patriotic melodies, and miscellaneous songs. The proper distribution of the Army Song Book within all units of the camp or division is essential. Special service officers should ascertain if such distribution has been made. If the initial supply of the Army Song Book is exhausted, additional copies may be requisitioned through normal channels for distribution.

**189. Civilian music.**—Musical groups and individual artists from nearby communities may give concerts and recitals in the camp and participate occasionally in camp musical programs. Within the limits prescribed by Army Regulations, soldier-musicians should be encouraged to take part in the musical activities of communities adjacent to camp.

**190. Traveling professional musical groups and concert artists.**—Many of America's leading opera, radio, and concert stars and instrumental artists offer to provide entertainment for men in camps. They should be encouraged to give "in-camp" concerts and recitals.

**191. Recorded music.**—The need for providing phonograph records of the world's best music for young men who have had musical training or courses in music appreciation in school or college is apparent. Available equipment may be utilized for this purpose.

**192. Radio.**—Radio programs originating in camps have become a regular part of the musical and recreational program. Certain camp radio programs are equal to the finest commercial productions.



Such programs should be representative of the camp and should be arranged to provide opportunities for all deserving a place in the radio show. Regimental radio talent contests will provide qualified artists and eliminate unnecessary auditions. Musical talent for radio programs should be selected strictly on the basis of merit. Schedules for radio broadcasts should be prepared well in advance, providing adequate rehearsal time for bands, orchestras, singers, or other entertainers. This will insure proper timing and maintain a high level of performance.

**193. Music in combat zone.**—Group participation in music will of necessity be curtailed in the combat zone and limited to small singing groups and the use of small pocket instruments. This type of musical inspiration when it is most needed and most helpful, will normally be spontaneous and based upon the individual initiative of soldiers. The background of musical training and appreciation that soldiers receive during their training periods will be reflected in its profitable use in the combat zone.

## CHAPTER 19

## ARTS AND CRAFTS

	Paragraph
General .....	194
Organization .....	195
Use of civilian facilities .....	196
Types of hobbies .....	197
Value .....	198
Soldier art .....	199

**194. General.**—Hobby groups, if properly organized and conducted, will stimulate an interest in the arts and occupations that will lead to a constructive use of leisure time. Many hobbies are of such nature that a small amount of equipment and very little space are required for a successful activity. They are easily organized at little expense, and may operate with or without experienced leadership. Many qualified persons will usually be found within the regiment to assist in conducting them. \*

**195. Organization.**—*a.* The special service officer should make an estimate of the interest of soldiers by examination of the soldier's qualification cards and use of questionnaires. By this means the number desiring to participate in hobby groups or work shops, and their special interest, can be determined.

*b.* On deciding the activities to be organized, qualified and interested personnel should be selected to serve as leaders for the various groups. Soldiers designated as group leaders should understand thoroughly the operation of the proposed program, or should be given some training by an experienced individual either in a nearby community or in the camp. Such training need not necessarily be lengthy, but can be afforded by a few conferences before starting the particular program, or as problems arise. A survey should be made to locate and secure as much of the needed equipment as is available. Arrangements for proper housing of the activities is necessary and the RB-1's may be the only buildings available for this purpose.

*c.* The number interested in some hobby groups may be so small or the equipment may be so limited that it is only possible to organize one group in such activities for the post. In such cases, the post special services officer should see that the activity is of most interest to the largest possible number.

*d.* A close supervision of the various hobby groups that are in op-

eration is necessary to keep interest from lagging, and to secure additional equipment within the limits of available funds.

**196. Use of civilian facilities.**—In adjacent civilian communities there may be individuals and groups eager to cooperate in the operation of hobby groups for the soldiers. Post or camp special service officers should make contact with these agencies and secure as much cooperation as possible in the development of hobby groups. In camps adjacent to schools and colleges it is sometimes practicable to arrange for the use of their shops, laboratories, and woodworking equipment.

**197. Types of hobbies.**—Depending upon the space and equipment available, groups might well be formed in the following fields:

- a.* Art.
- b.* Botany, geology, or nature study groups.
- c.* Cold-metal working.
- d.* Collections of items relating to the military.
- e.* Leather-working.
- f.* Map-making and map-reading.
- g.* Microscopy.
- h.* Motion picture production.
- i.* Photography.
- j.* Puppetry.
- k.* Radio.
- l.* Stagecraft.
- m.* Weather observation and forecasting.
- n.* Woodwork.
- o.* Wood carving and figure whittling.

**198. Value.**—*a.* Hobby groups may have positive and tangible value through building furniture for day-rooms, decorating buildings about the camps, making stage and athletic equipment and providing convenient and artistic articles such as ash trays, lamp stands, and shades, etc.

*b.* The educational possibility of hobby groups is limitless. By skillful management it is possible to maintain interest and at the same time progressively to develop knowledge, technique, and skills which will be of value in both military and civilian life.

**199. Soldier art.**—Activities involving artistic expression not only assist in the beautification of grounds and buildings but also offer both educational and recreational opportunities to soldiers interested in the arts or crafts. Special service officers desiring to make use of artistic ability for the actual improvement of buildings should refer to chapter 33.

## CHAPTER 20

## RADIO ACTIVITIES

	Paragraph
General.....	200
Functions of the special service officer.....	201
Morale value of radio activities.....	202
Equipment.....	203

**200. General.**—Under the provisions of AR 600-700 and MR 1-10 the immediate responsibility for broadcasting as a medium of publicity evolves upon the Bureau of Public Relations of the War Department. Broadcasting is therefore a responsibility of the public relations officer. All broadcasts for any post, camp, or station must be approved by the commanding officer. Radio stations outside the military areas are privately owned and are under the regulation of civilian authority. To the extent that a radio station serves an area including a considerable military population, it is an important factor in affecting civilian-military relationships and morale.

**201. Functions of the special service officer.**—*a.* The above considerations indicate the need for close cooperation between the special service officer and the public relations officer. At times both functions may be exercised by the same officer. Cooperation will of necessity extend also to the civilian radio station operator.

*b.* The special service officer should be generally familiar with the activities of the public relations officer in directing broadcasts and in making arrangements for programs. Under certain circumstances initiative and actual supervision by the special service officer will determine the development of radio activities in the camp.

*c.* Because of his knowledge of welfare, recreation, and athletic activities within the camp, the special service officer may suggest and make available to broadcasting stations events or interviews which are of interest to the public. In the production of radio programs the position of the special service officer is opportune for the discovering and developing of talent.

*d.* The special service officer should make use of the transcription and play-back equipment available at division and corps area headquarters. The opportunity to record their performances will provide incentive to soldier personnel talented in dramatics or music. Chapter 16 on dramatics will furnish suggestions on the organization of such programs.

**202. Morale value of radio activities.**—Soldiers are always gratified by publicity of their activities. Listeners as well as participants in radio programs are provided with entertainment. The opportunity for self-expression, for participation in the many details necessary in the organization of a finished production, such as collecting material on phases of camp life and conditions, arranging and writing script, as well as mechanical and technical details are of considerable interest to some soldiers. Such radio programs increase prestige and respect for soldiers among civilian listeners. The occasional use of competent lecturers may be appropriate on certain programs to provide inspirational and educational material. Most of the programs should be based on current news and information regarding camp life. This encourages in civilians a feeling of unity in spirit and purpose and familiarity with the soldiers' daily work and objectives.

**203. Equipment.**—Corps area headquarters and most existing divisions are provided with a play-back machine, equipped for recording to enable the recording of programs within camps and the broadcasting of such programs at radio stations that are not close enough to organize and broadcast their own programs. This equipment is a convenience to such radio stations, and they may therefore furnish the necessary disks for the recording. The War Department does not provide blanks for making such transcriptions.

## CHAPTER 21

## EDUCATIONAL ACTIVITIES

	Paragraph
General.....	204
Personnel .....	205
Facilities .....	206
Suggested activities.....	207
Stimulation .....	208

**204. General.**—The organization and operation of educational activities will have an important effect on the development of ability and the contentment of a command. Usually there will be found a certain number of individuals, who, during their leisure time, desire to engage in reading, study, or other mental activity. Many enlisted men with such interests will be the type who influence the thoughts and morale of others. The educational program assumes greater importance as the training program becomes more repetitive and when the troops are located at isolated stations.

**205. Personnel.**—Every military organization will have soldiers who by training and experience are capable of conducting some of the educational activities. Normally, the function of the special service officer is to coordinate these needs and resources in the development of an effective educational program. Usually there will be found in adjacent communities, personnel and equipment available at little or no expense. Civilian contacts fall within the province of the post special service officer.

*a.* Camp personnel should not be overlooked in seeking individuals capable of performing the instruction or leadership function. If officers or enlisted men volunteer for work in the conduct of educational activities, and their efforts will not interfere with their military duties, they may participate as group leaders, instructors, or advisors as a diversion from the daily program. This may be as valuable to them as to the men who participate as students.

*b.* The special service officer has the responsibility of coordinating the educational activities in all lower echelons. He may be assisted by officers assigned for this purpose, or by volunteers who, under his direction, may aid him.

**206. Facilities.**—*a.* Educational facilities may be found on or off the post. When they involve transportation of enlisted personnel

to nearby communities, the appropriate special service officer should coordinate the program. Limitations of transportation facilities may make it necessary to allocate quotas to the several units involved. When activities involve more than one unit of the command, the special service officer will probably be called upon to assign the available buildings in which the programs will be conducted. Normally, educational activities will of necessity be conducted in the recreation buildings. If these or other suitable buildings are not available, consideration should be given to the use of mess halls.

b. If two or more buildings of the RB-1 type are so located that they are reasonably convenient to all quarters of the combined organizations, it may prove desirable to install movable partitions in one of them to form four classrooms. When this is done, the special service officer should arrange a schedule for the use of the several buildings so that each regiment will have the use of an appropriate building for the conduct of all the activities for which the RB-1 is suitable.

**207. Suggested activities.**—In the Regimental Recreation Officer's Guide, reference is made to the following principal educational activities; correspondence instruction through the Army Institute, educational films, class instruction, lectures, discussion groups, debates, exhibits, hobby groups, and educational counseling.

a. Opportunity for correspondence instruction is available to enlisted men through the Army Institute at Madison, Wisconsin. Correspondence courses may be taken either directly under the Army Institute or under any one of a large number of colleges and universities which are cooperating with the Army Institute in providing instruction carrying high school and college credit (AR 350-3100).

b. The use of educational films, if it is to be effective, must have central planning and organization. Studies in this field have been made by the office of the Chief of Special Service, and suggestions for the organization of educational film programs will be issued as soon as such programs can be made widely available. The post special service officer may be charged with responsibility for the showing of educational films. In this event, he will control the routing of educational film programs within the post and the allocation of projection equipment.

c. Activities should be developed locally in accordance with the interest of the members of the command and available facilities and personnel. It is desirable to plan classes to train instructors for the educational program. These may be centralized under one special service officer, thus avoiding duplication of effort.

**208. Stimulation.**—Experience indicates that the extent of the educational activities depends very largely upon the interest and initiative of the special service officers who supervise and direct them. With a limited amount of stimulation, many men of the command will become interested participants. Dignified announcements rather than high pressure selling methods will produce the best results. It is not desirable to secure registration of individuals who will not be interested in continued participation; on the other hand, it is very desirable that every man should know the details of the program and that all interested be encouraged to participate.



## PART FOUR

## CHAPTER 22

## COORDINATION WITH CIVILIAN AGENCIES

	Paragraph
General.....	209
Civilian activities contributing to good morale.....	210
Check list.....	211

**209. General.**—Many civilian and Government agencies are available to assist the special service officer with welfare activities. Often the knowledge that these resources are available may instill a feeling of confidence in the individual as it reflects civilian interest and support. The corps area, post, camp, and station special service officers have the responsibility of contacting civilian agencies, assisting in coordinating their activities, and using their freely offered services as far as practicable for the benefit of military personnel. However, in no case should the special service officer place himself in the position of a suppliant for unvolunteered civilian services, since that is contrary to War Department policy.

*a.* It is desirable to maintain contact liaison with regional offices of the Federal Security Agency, the Veterans Administration, local fair rent committees of the Office of Price Administration and Civilian Supply, local American Bar Association committees on national defense, legal aid societies, the Travelers Aid Society, field representatives of the American Red Cross, regional offices of the Federal Office of Civilian Defense, local and State defense councils, representatives of the United Service Organizations, and church and civic organizations. By informal discussion with representatives of these agencies, much information can be obtained concerning their activities and missions that will be of mutual benefit. It will often be found that civilians and civilian agencies are willing and anxious to serve but are lacking in knowledge as to what the needs of soldiers are, how to fill these needs, and when they may advantageously be of use. Care should be exercised to coordinate the efforts of these agencies when offered to prevent overlapping and duplication of effort thereby preventing consequent chaotic conditions. Lack of organization and adequate planning on the part of military personnel will result in civilians becoming discouraged,

with a possible loss of confidence in the Army officials. In many communities, a central agency has been established to coordinate the work of the many activities organized in behalf of soldiers. Such an agency can be of inestimable value to the special service officer and his work.

b. Full publicity is necessary so that military personnel may be fully informed in regard to welfare matters and the agencies available to them and the commanding officers.

**210. Civilian activities contributing to good morale.**—Certain activities contribute to a more favorable relationship between civilians and military personnel. The following are illustrations:

a. Pride and peace of mind of parents in having a son in the service, engendered by press notices concerning promotion and commendations, as well as by direct notification by mail of transfers, arrival at a new station when appropriate, hospitalization, general conditions, etc.

b. Civilian defense agencies and churches arranging feminine participation in post social activities, as well as civilian social activities in nearby communities.

c. Publishing to military personnel adequate information concerning diversions, facilities, and activities available to soldiers in civilian communities.

d. Many of the following social activities in communities have proved popular with soldiers:

- (1) Street (block) dances and dinners.
- (2) Lawn parties, fishing parties, etc.
- (3) Tours of interesting points in small groups.
- (4) Picnics, invitations to homes for meals, etc.

e. Availability of bathing facilities, good lodging at minimum prices, etc.

f. The Office of Price Administration and Civilian Supply of the Office for Emergency Management organizes fair rent committees in civilian communities adjacent to defense activities including camps, posts, and stations. With the cooperation of commanding officers, the field representatives of the Office for Emergency Management organize these committees in an effort to stabilize rents in the areas concerned.

**211. Check list.**—The following check list may serve not only as a means of determining accomplishment, but also may suggest additional opportunities for civilian cooperation which may be available.

a. What towns or cities are frequented by soldiers in free time or on leave? (Including towns involved in maneuver areas.)

b. How many men will frequent such towns or cities:

- (1) Week nights?
- (2) Week ends?
- (3) On special occasion concerned?

c. How many men will go to each town or city:

- (1) On foot?
- (2) By invitational automobile ride?
- (3) By automobile from camp?
- (4) By train?
- (5) By bus?
- (6) By air?

d. What will be the number anticipated to go on any given train or bus?

e. Is it possible to advise the commercial transportation companies in advance of the load to be expected on any given train or bus? Have such arrangements been made?

f. Is it possible to utilize army transportation to take men to and from such towns or cities? Have such arrangements been made?

g. Is it possible to organize post exchange transportation? Have such arrangements been made?

h. Is it possible to organize voluntary civilian transportation?

i. Have special parking spaces and terminals been secured for military vehicles and soldiers coming to town?

j. What facilities have been arranged in each of such towns or cities for:

(1) Providing visiting soldiers with maps, directions to points of interest, etc., sight-seeing tours.

(2) Providing visiting soldiers with transportation, special passes, or rates?

(3) Providing quarters for such visiting soldiers at:

(a) Recreation leave camps?

(b) Public buildings, such as armories, gymnasiums, fairground buildings, etc.?

(a) Hotels, auto courts, guest homes?

(d) Private homes, on invitation by prearrangement with local groups (churches, fraternal orders, veterans organizations, etc.)?

(4) Providing toilet and lavatory facilities (particularly in small towns near large camps) and marking same?

(5) Providing bathing facilities, soap, and towels (particularly during course of field service)?

k. What plans have been made for taking care of the entertainment of such visiting soldiers:

- (1) With U. S. O. clubs?
- (2) With local fraternal orders?
- (3) With local churches and young peoples' societies?
- (4) With other social organizations?
- (5) With veterans' organizations?
- (6) With schools and colleges holding athletics or other public events?
- (7) With museums, art galleries, and other exhibitions?
- (8) With local theaters?
- (9) With Young Men's Christian Association, Young Women's Christian Association, Young Men's Hebrew Association, Young Ladies' Institute, Young Men's Institute, or other quasi-religious organizations?

(10) With local playground directors and departments?

l. What contact is established with each local agency here listed, looking forward to enlisting active efforts by local groups to provide soldier entertainment:

- (1) Newspapers?
- (2) Mayor and city council?
- (3) Chamber of Commerce?
- (4) American Legion and other veterans groups?
- (5) Women's clubs?
- (6) Radio stations?

m. What arrangements for policing towns and cities by mass groups of soldiers have been made particularly:

(1) Have military police headquarters been established and military policemen been made available to augment inadequate civilian police forces?

(2) Has a working arrangement been made with the local police chief, constables, and sheriffs pertaining to military personnel found drunk, improperly operating motor vehicles, noisy, destroying or abusing private property, particularly as to:

(a) Which authority will take such men in charge?

(b) Where will military personnel picked up or arrested be confined?

(c) Will civil authorities insist upon arraignment by police judges, committing magistrates, or justices of the peace or will they release soldiers to organization commanders or the military police?

(3) Has an agreement been reached whereby civil police will co-operate in warning soldiers against entering "gyp joints" or other places where they may be waylaid, robbed or mistreated? Will civil authorities assist in maintaining military "off-limits"?

(4) Will civil police assist in keeping soldiers from being victimized by taxi drivers and storekeepers?

(5) Have "off-limits" been established around special areas frequented by perverts, degenerates, or sexually diseased?

(6) Have prophylactic stations been established in towns and cities so as to permit prompt attention?

(7) Have arrangements been made between military surgeons, and local health and police authorities for mutual reporting of sources of infection discovered?

*n.* In small towns, do stores have on hand adequate stocks of cigarettes, soft drinks, stamps, and other sundries desired by soldiers?

*o.* Are there adequate eating facilities?

*p.* Have arrangements been made with local shopkeepers, or commercial associations, etc., to control and prevent profiteering at expense of soldiers?

*q.* Have standing arrangements been made whereby your commander will be represented by a personal representative at all civic functions in such communities, including not only functions of a military character, but also those where such appearance would tend to further understanding and good will?

*r.* Do civilian employees, soldiers, noncommissioned officers, or officers live in such communities? How many of each? Are houses, apartments, and hotel accommodations readily available? Are rents reasonable? Does post or command maintain index of accommodations available? Has cooperation with local realtors been arranged?

*s.* Have joint recreational, athletic and entertainment events been planned for post and civilian attendance, such as:

(1) Competitions between civilian and post teams, (track, baseball, football, swimming, tennis, golf, bowling, table tennis, basketball, etc.)?

(2) Dances?

(3) Talent shows?

(4) Radio programs?

(5) Horse shows, fairs?

(6) Aquatic events?

*t.* Has it been arranged for prominent persons in local government business and organization life to be invited to post or command activities and demonstrations?

*u.* Are official and personal notes of thanks sent civilian organizations and individuals giving entertainment or hospitality to soldiers in groups or as individuals?

*v.* Have soldiers been cautioned against thoughtlessly crowding civilians from sidewalks or other public facilities?

*w.* Have effective policies been established to prevent soldiers from being intoxicated or noisy in uniform, particularly in assemblages, trains, etc.?

*x.* Are soldiers thoroughly informed of all details concerning their assistance in respect to their off-post activities and contacts herein listed?

## CHAPTER 23

## COORDINATION WITH CHAPLAINS' ACTIVITIES

	Paragraph
Chaplain a special staff officer-----	212
Duties-----	213

**212. Chaplain a special staff officer.**—The chaplain occupies a unique place in relation to morale because of his status as special staff officer. “The chaplain as a member of the special staff of the commanding officer is his logical consultant in all matters pertaining to public religious observances in the command and in matters involving morale, morality, and character building” (par. 5, AR 60-5). At the same time, “Chaplains are not available for detail as post exchange, athletic, recreation, or special service officers, or as defense counsel in court martial” (par. 4g, AR 60-5).

**213. Duties.**—The duties of chaplains as special staff officers are outlined in paragraph 34, FM 101-5. The first forty paragraphs of that manual present the pattern for general and special staff procedures. Since both the chaplain and the special service officer are special staff officers, their normal functions are within this staff pattern. While many morale interests are common to both, neither is an assistant to, nor under the command of, the other. Cooperation in effort, mutuality in approach to problems, and reciprocity in procedures are required of chaplains and special service officers for good teamwork. Coordination of their activities is secured through their commander.

## CHAPTER 24

## UNITED STATES ARMY MOTION PICTURE SERVICE

	Paragraph
General.....	214
Object.....	215
Operation; general provisions.....	216
Relationship of special service officers.....	217

**214. General.**—The United States Army Motion Picture Service is a self-supporting organization operating directly under the Chief of the Special Service in accordance with the policies approved by the War Department General Staff and announced in Army Regulations.

**215. Object.**—The United States Army Motion Picture Service is operated for the purpose of furnishing amusement and recreation through the medium of motion pictures for the enlisted men and other Army personnel at posts, camps, and stations in the continental limits of the United States, Alaska, and certain designated Army bases.

**216. Operation; general provisions.**—*a.* As there is no appropriation, the success of the United States Army Motion Picture Service depends entirely upon its efficient administration under generally accepted business principles and under certain specific rules based upon the essential policy of uniformity in the privileges accorded to and the restrictions enjoined upon all posts, camps, and stations in the operation of War Department theaters.

*b.* Profits realized are used to maintain the services at nonprofitable theaters and for distribution to profitable theaters. These profits are distributed to the posts, camps, and stations according to profit-sharing plans announced from time to time by the War Department for expenditure at the discretion of the commanding officer for the welfare of the garrisons.

*c.* The War Department theater will be operated under the immediate supervision of a commissioned officer who will be designated as the theater officer. The duties of this officer will be the normal duties of a theater manager. This officer is accountable for the funds accruing from the operation of the War Department theater, and disburses the same only for the purpose authorized by the regu-



lations or as authorized by The Adjutant General in specific instances. He is also accountable for all equipment of the United States Army Motion Picture Service in use in War Department theaters.

*d.* The United States Army Motion Picture Service supplies films, advertising matter, admission tickets, coupon books, servicing engineers, motion picture equipment and supplies, and repair parts for motion picture equipment. The United States Army Motion Picture Service is responsible for the maintenance and repair of all the motion picture property, except as noted in paragraph 7*d*(2), AR 210-390, for which the theater officer is accountable.

*e.* Commanding officers will provide a commissioned officer other than a chaplain for duty as theater officer and enlisted men on the active list for the positions of theater employees; the position of assistant manager to be filled, if practicable, by a noncommissioned officer.

*f.* The theater is a public building, and it and its utilities will be maintained with the facilities available to the post commander.

*g.* The sound and projection equipment will be used only for approved performances of recreational motion picture films booked by the United States Army Motion Picture Service, and at the discretion of commanding officers, for the exhibition of training films or educational films which deal with subjects applicable to the technical training of military personnel.

*h.* The charge for admission will be as announced by the War Department from time to time.

*i.* Admission to motion picture shows shall be restricted to—

(1) Military personnel on active duty and members of their households.

(2) Civilians residing within the limits of the post, camp, or station.

*j.* The product of all producers is available for Army theaters, and selections thereof for showing in Army theaters are carefully made by district managers on the basis of past experience at each particular post. Whenever there is a question as to the suitability of a particular picture for showing to an Army audience, no bookings thereof are made by district managers until authorized by the War Department. Booking lists are mailed to the theater officers approximately 2 weeks in advance. If any films appear on these lists which the commanding officer objects to showing in the War Department theater, the district manager should be advised immediately so that the necessary change can be made.

k. The War Department will designate the number of showings per week to be given at each station, the number of performances on each show day, and the days on which these showings are to be given.

l. Free showings of motion pictures are not authorized except as follows:

(1) Short reels may be secured from the United States Army Motion Picture Service at cost for showing in connection with Christmas parties for children when held at an hour of the day which does not conflict with regular performances. Remittance for the cost of such reels will be made to the Fiscal Officer, United States Army Motion Picture Service, War Department, Washington, D. C.

(2) Requests for authority to provide free motion pictures for the members of an organization in connection with their organization day will be approved on a basis of the utilization of a regularly scheduled week day motion picture program for this purpose, and of the remittance as receipts for that day of an amount equal to the average daily receipts of the other days in the same week.

m. Requests from commanding officers for the utilization of motion picture programs to raise funds for charitable purposes will be approved on the basis of the selection of one scheduled program a year for the Army Relief Society, and one scheduled program a year for post charitable purposes, to be shown at the regular admission price or at an advance in price if considered desirable by the post commander.

n. When an increase or decrease is desired in the authorized number of showings per week, or in the number of performances thereof per day, or a change made in the days on which they are to be given, the commanding officer will forward a request to the War Department.

o. If it is desired to use the theater after 6 o'clock in the evening for any local purpose on a date when a motion picture program is scheduled to be shown, authority must first be secured from the War Department. The request must state the purpose for which the use of the theater is desired, and whether such use entails the cancellation of all the evening performances of the scheduled motion picture program. The application should be made as far as possible in advance.

p. Requests by dramatic clubs or little theater groups and similar organizations for the use of War Department theaters when concurred in by commanding officers will be approved only as provided in current regulations.

*g.* When it is desired to open a theater or to reopen one that has been closed, request for initiation or resumption of service should be submitted to the War Department.

**217. Relationship of special service officer.**—The United States Army Motion Picture Service being one of the important elements contributing to recreation, corps area, post, and tactical special services officers in their duties as technical advisors to commanders on all matters pertaining to morale, are encouraged to make observations and to remedy, by suggestion or recommendation, any factor pertaining to the United States Army Motion Picture Service that will improve the entertainment of the soldier or quality of the pictures shown.

## CHAPTER 25

## ARMY EXCHANGE ACTIVITIES

	Paragraph
Purpose.....	218
Army Exchange Service.....	219
Supervision.....	220
Distribution of profits.....	221
Special service officer's relation to Army exchanges.....	222

**218. Purpose.**—Army exchanges have been established for the purpose of supplying military personnel with articles of ordinary use, wear and consumption, not normally supplied by the Government, at the lowest possible price. They also supply facilities for comfort, recreation, and amusement and give financial support for the maintenance of recreation, athletics, entertainments, libraries, etc. The activities in which exchanges may engage are listed in AR 210-65 (tentative), July 1, 1941.

**219. Army Exchange Service.**—The Army Exchange Service is established in the War Department as a supervisory and advisory service, and it is supported by a small assessment made upon all exchanges. Its purpose is to assist the exchanges and the commanders of troops who have exchanges under their jurisdiction with their technical operation.

**220. Supervision.**—The commanding officer of a post, camp, or station has jurisdiction over the conduct of the exchange pertaining to his command, subject to the general supervision of the Army Exchange Service and the corps area commander. He appoints the exchange officer who acts as the executive in charge. He also appoints the exchange council from the officers of the organization served by the exchange. This council exercises general supervision over the conduct of the exchange.

**221. Distribution of profits.**—From time to time, as deemed advisable by the council and with the approval of the commanding officer, distribution of the net profits of the exchange is made in accordance with regulations. These distributions may be made—

- a. To the post, camp, or station recreation fund.
- b. To the chaplain's fund.
- c. For the benefit of the entire garrison.

*d.* For the laying out, preparation, and cultivation of gardens, supplying seeds, etc.

*e.* For the purchase and maintenance of books, newspapers, periodicals, stationery, etc., for the exchange or post library.

*f.* For the purchase of gymnasium equipment.

*g.* For the purchase of outdoor athletic equipment.

*h.* For the purchase of prizes for athletic competition for the garrison.

*i.* To the post band, or bands of organizations served by the exchange, and to headquarters' funds which do not participate in other exchange distributions.

*j.* For other purposes with the approval of the corps area commander.

*k.* To participating organizations on the basis of strength.

**222. Special service officer's relation to Army exchanges.—**

The special service officer in his staff capacity should be familiar with Army exchange services as they affect his particular command. He should advise and make appropriate recommendations to the commanding officer relative to the following exchange activities:

*a.* Deficiencies in service.

*b.* Unfavorable prices.

*c.* Incomplete stocks.

*d.* Lack of items required for the needs of the command.

*e.* Necessity for additional branch exchanges.

*f.* Necessity for mobile exchanges.

*g.* Appearance and sanitation.

The special service officer should not be considered as an inspector but rather as an adviser on those exchange activities which may have direct bearing upon the welfare and contentment of the troops.



## PART FIVE

## CHAPTER 26

## SERVICE CLUBS AND GUEST HOUSES

	Paragraph
Service clubs.....	223
Guest houses.....	224
Service club cafeteria.....	225

**223. Service clubs.**—Service clubs are intended to provide recreation, social activities, and the best features of club life for enlisted personnel, members of their families, friends and visitors. Offices for hostesses and librarians may be maintained within the club, but the club will not be used for quarters.

*a.* The following types of service clubs are authorized:

- (1) SC-3 for a division or camps with 5,000 or more men.
- (2) SC-4 for camps having from 3,000 to 5,000 troops.
- (3) OM-1 for posts having strength between 500 to 3,000.

*b.* Service club facilities are under the direction of the post commander who may prescribe rules and regulations to insure their efficient operation. He may delegate responsibility for their administration, coordination, and supervision to the post special service officer. The senior hostess and her assistants are charged with the operation of the service club and with the service club recreation program to include games, dances, group singing, dramatics, etc.

*c.* Service clubs are erected and furnished by the War Department for the use of enlisted personnel. It is not considered necessary or desirable to charge for admission to dances. In cases where such entertainment is not possible without funds secured in this manner, the commanding officer may authorize a nominal admission charge based upon anticipated expenses but not for the purpose of accumulating a profit.

**224. Guest houses.**—Standard guest houses are designed to provide living accommodations for 3 hostesses, 1 librarian, and 60 overnight emergency guests. There are 30 double guest rooms which will meet the demands of the larger cantonment and camp concentrations. It is anticipated that first priority on guest accommodations will be for emergency purposes to accommodate the relatives and friends of soldiers ill in the hospital, or those, who through emergencies,

are detained in camps overnight. Other types of guest houses, OQ-14, OQ-10, and OQ-7, are provided where appropriate.

a. Funds initially appropriated to equip service clubs did not include funds for equipping and furnishing guest houses. Guest houses will initially be provided with such equipment and supplies as are allowed in the tables of allowances, which will be drawn from the camp quartermaster. This equipment usually consists of steel cots, mattresses, blankets, sheets, pillow cases, folding chairs, etc. Post commanders may utilize profits received from the operations of the service club and guest house to purchase new furniture to replace the furniture drawn from the camp quartermaster.

b. While there is no standard price charge overnight guests, normally not less than 50 cents nor more than 75 cents per night should be charged. A register, either permanent or subject to permanent binding, should be maintained in each guest house and all persons availing themselves of the privilege of the guest house should be required to sign this register, giving name, address, and relationship to the person they are visiting.

**225. Service club cafeteria.**—The operation of the cafeteria includes the preparation and serving of food and the operation of the soda fountain. The cafeteria hostess is charged directly with the operation of the cafeteria. She is responsible for the preparation and serving of food, the operation of the soda fountain, and the collection of funds and the accounting therefor.

a. War Department policy permits the following three methods of operating a cafeteria:

(1) Operation of the cafeteria by the service club with the cafeteria hostess as manager (known as purchase and hire).

(2) Operation of the cafeteria under the direction of the camp exchange, in which case the cafeteria hostess becomes a branch manager. In this case, all bookkeeping and accounting will be separately maintained directly by the camp exchange and profits will not go into the general fund of the camp exchange service, but will be paid directly to the service club.

(3) In extraordinary cases with the approval of the War Department, the cafeteria may be operated by concessionaire. This method is not favored by the War Department.

b. There is no prescribed uniform bookkeeping system for cafeterias. Individual commanders initiate an adequate system suitable for their requirements. Systems similar to that of the army exchanges are considered adequate. Maintenance of a daily stock record account, similar to that used in the management of individual



messes, and a daily ration sheet, permits the cafeteria hostess to know at all times the financial condition of the cafeteria. It is necessary that a cafeteria hostess maintain adequate records.

*c.* The cafeteria should be operated so that meals can be served at the lowest possible cost consistent with good business practice, and at the same time provide efficient service and food of proper standard. The cafeteria should be operated for the use and benefit of the military personnel stationed at the camp, their friends and visitors, and civilian government employees working at the post.

*d.* The hours of operation of a cafeteria will be determined by the commanding officer of the post, camp, or station.

*e.* It may be advantageous to move the soda fountain from the designated place at the end of the steam table to the front of the cafeteria. This permits the soda fountain to be available at all hours and operated separately, and this gives employees in the cafeteria a chance to prepare and serve their food separately.

*f.* The original \$16,500 appropriated for the equipment of service clubs provided certain allowances for the basic equipment of a cafeteria and soda fountain. This equipment is considered sufficient for initial operation. Service clubs which desire additional equipment can make such purchases with the profits derived from operation. Some clubs have added as much as 20 feet of floor space to the rear of the kitchen for salad rooms, have built lean-to's to the service club to accommodate the civilian hired help, and have also built or purchased additional refrigerating plants.

## CHAPTER 27

## LIBRARIES

	Paragraph
General.....	226
Functions.....	227
Operation.....	228
New service club libraries.....	229
Funds.....	230
Duties of Army librarians.....	231
Small libraries.....	232
Library purchase plan.....	233
Reading material for use outside libraries.....	234
Subversive or obscene literature.....	235
Cooperation with civilian libraries.....	236

**226. General.**—Soldiers entering the service usually have preconceived ideas as to the educational and recreational value of reading. Any desire to continue literary exploration should be fostered. Since the library is a source of recreation, education, and culture, these considerations should guide the librarian in the selection of books and periodicals.

**227. Functions.**—Encouraging recreational and educational reading habits, and serving the reading needs of soldiers, are functions of the Army Library Service. The camp library should provide a well-balanced selection of all types of reading material, including newspapers, books, magazines, maps, and pamphlets on a multiplicity of subjects.

*a.* Various groups interested in hobbies or study classes are largely dependent upon the library for reading or study materials. This should be considered when book selection and purchases are made.

*b.* An important function is the provision of a comprehensive selection of reference material for discussions of current events, of factors contributing to the present state of international affairs, of the desirability of aggressively maintaining our democratic institutions, and the need for relentless prosecution of the war effort. Suggested reference material for these discussions will be found in the library and titles listed in appendix I of the Regimental Recreational Officer's Guide.

**228. Operation.**—The library officer, who may be the post special

service officer, is responsible for the operation and maintenance of camp libraries. Successful operation requires the use of modern methods of merchandising to publicize and "sell" reading to the clientele to be served. Such methods may well include the provision of adequate space conveniently located in quiet, well-lighted quarters, equipped with tables, chairs, a well-selected stock of attractive books and new magazines. The library should publish lists of new books received and announce its activities in a library bulletin, the camp newspaper, the post theater, posters, or similar media.

*a.* Establishment of branch libraries or deposit stations is often necessary for isolated areas and the station hospital in order to make reading materials accessible to the entire post.

*b.* Professional assistance and advice on the establishment, reorganization, and maintenance of a camp library may be obtained from the corps area librarian who is employed to assist the field in all problems pertaining to libraries. The assistance given posts too small to warrant employment of a civilian librarian will be more detailed than that given posts having professional personnel on duty.

*c.* For instructions and regulations pertaining to operation, see appendix. Other important phases of library operation, as they apply to new service club libraries and to small libraries using enlisted personnel, are described in succeeding paragraphs.

**229. New service club libraries.**—War Department authorization of a new service club automatically provides for establishment of a library and employment of a civilian librarian. The librarian is appointed by the corps area or department commander, usually upon recommendation of the post commander. Provision for additional assistance required to operate the library is a responsibility of the special service officer. Selecting and permanently assigning personnel qualified by experience or education for library work is extremely important.

**230. Funds.**—Funds especially provided for the initial purchase of books, newspapers, magazines, library equipment, and supplies are included in the War Department allotment for equipping service clubs. Additional funds for adding current reading material or equipment to the library are available from, and included in, general welfare funds allotted quarterly to each corps area by the War Department and usually suballotted to post, camp, and station commanders on the basis of strength and should be so used.

*a.* Local sources of library funds at many posts are dividends from Army exchanges and the Army Motion Picture Service. Profits from operation of the service club cafeteria also may be used to

augment the library's resources. A request for funds, properly supported with valid data, should be made to post commanders by special service officers.

b. Repairs to, or changes in construction of any buildings used for library purposes, if in accordance with established policy, may be financed from Barracks and Quarters, Army funds, available locally.

**231. Duties of Army librarians.**—The duties usually assigned the librarians include the following:

a. Operation of the library under the direction of the special service officer.

b. Assistance to patrons in the interpretation and use of books.

c. Recommendations for selection of cultural, recreational, and informational reading material consisting of books, pamphlets, magazines and newspapers.

d. Classification and cataloging of library books.

e. Instruction and supervision of other personnel, assigned as assistants, in modern library methods.

f. Maintenance of necessary records and submission of reports as required.

**232. Small libraries.**—One or more enlisted men are usually assigned to operate the library service at posts too small to warrant the employment of a civilian librarian. After the selection of the best qualified available personnel, it may be necessary to ask the corps area librarian to assist in organization, selection of books and library equipment, and in the essential training of enlisted librarians. The primary source of new books for small libraries is the traveling library furnished to corps area headquarters by the War Department. These traveling libraries, consisting of 50 to 100 new books packed in a wooden box book case, are forwarded to small posts for a 3-month period. The post in possession of these books at the end of the year adds them to its permanent library collection.

**233. Library purchase plan.**—The method of purchasing library books is described in Contract Bulletin No. 14, January 10, 1942, issued by The Quartermaster General, showing the uniform discount rate applicable to books of each publisher and the name and address of contractors who will furnish books required. This plan extends the schedule of supplies to cover virtually all books and obviates the necessity for obtaining bids. Selection of reading material is made by the civilian camp librarian and approved by corps area headquarters. Books not listed in this contract bulletin or the general schedule of supplies may be purchased by citing the sole

manufacture clause in accordance with the provisions of AR 5-240. Informal letter quotations are considered adequate for these purchases.

**234. Reading material for use outside libraries.**—It is essential that troops be furnished reading materials at all times wherever they may be. The purchase of newspapers, magazines, and inexpensive paper bound books for free distribution to men undergoing troop movements, on maneuvers, on army transports and in the field is a proper expenditure of W. E. M. A. or unit funds and no accountability of these items is required. Books are also obtainable without cost from such services as the Victory Book Campaign for use of troops in the field, in hospitals, on transports, in tents, day rooms, recreation buildings, guard houses, and for oversea forces. There is no accountability on these books which may be obtained upon request to corps area or department commanders from posts, camps, and stations, including exempted stations, within the geographic limits of the respective corps areas or departments.

**235. Subversive or obscene literature.**—Any reading material found in camps, which in the opinion of commanding officers is unsuitable for soldier use from the standpoint of being subversive, obscene, or otherwise improper, may be destroyed. If this reading material is accountable property, it may be dropped on certificate.

**236. Cooperation with civilian libraries.**—Resources of the camp library often can be supplemented by arranging with libraries in nearby civilian communities to cooperate in the lending of books on special subjects. An unusual book for an unusual need may be obtained by interlibrary loan. Civilian librarians are familiar with this procedure and can conduct this activity from the camp library.

## CHAPTER 28

## HOSTESSES AND LIBRARIANS

	Paragraph
General.....	237
Status.....	238
Qualifications.....	239
General duties.....	240
Employment procedure.....	241
Promotion and advancement.....	242
Pay.....	243
Duties.....	244
Quarters.....	245
Hours of employment.....	246
Separation from service.....	247
Transfers.....	248
Travel.....	249
Compensation benefits.....	250

**237. General.**—Hostesses and librarians were authorized by an Act of Congress in 1923, to be appointed by the Secretary of War without reference to the Civil Service rules and regulations. Under present policy, each SC-3 type service club will have assigned 1 principal hostess (SP-7), 2 junior hostesses (SP-5), and 1 librarian (SP-7); each SC-4 type service club will have assigned 1 principal hostess (SP-7), 1 junior hostess (SP-5), and 1 librarian (SP-7); and each OM-1 type service club will have 2 junior hostesses (SP-5) assigned. The codes, SP-5 and SP-7, refer to the Classification Act and Compensation Schedule applying to such employees.

**238. Status.**—Hostesses and librarians are Civil Service employees under schedule A. While they hold positions that are graded and classified, they have no status in the classified Civil Service, take no competitive examination, are not selected from Civil Service registers, receive no Civil Service tenure, have no protection against immediate removal, are not entitled to a hearing upon suspension, and have no retirement or social security benefits. They are subject to the rules and regulations applicable to Civil Service employees on the classified list so far as sick and annual leaves of absence, compensation, disability, and death benefits are concerned.

**239. Qualifications.**—Such personnel must be of a high type, capable and energetic, willing to cooperate, and acquainted with their duties and channels of command in the military establishment. They must bring a wholesome, feminine touch to the service club, be imbued with the spirit of the service and respectful to its traditions.

**240. General duties.**—The service club, the cafeteria and library, and the guest house nearby, are considered service club facilities. The principal hostess and her assistants should administer the facilities and all the personnel therein, should plan for and make available to the soldier wholesome and recreational activities, including dances, parties, musicals, and dramatics, all of which are under the supervision of the special service officer.

**241. Employment procedure.**—*a.* The selection of hostesses and librarians has been decentralized by the Secretary of War to corps area or department commanders. It has been found desirable that such personnel, whenever practicable, be obtained from local communities. All appointments are contingent upon the availability of funds and the completion of service clubs and guest houses. Acceptance for hostesses and librarians is always based upon the individual qualifications of each applicant without regard to race, creed, or color, except that white hostesses are assigned to service club facilities serving white troops, and Negro hostesses and librarians are assigned to service club facilities serving Negro troops.

*b.* The following papers relating to applicants will be executed and forwarded to the Special Service of the War Department:

(1) Application with all attached papers and pertinent data obtained through interview or otherwise, which were considered in the selection.

(2) Report of investigation as to loyalty, integrity, and discretion.

(3) Statement of type of quarters to be assigned, i. e., guest house, other Government quarters, or (if no Government quarters are available) distance to nearest suitable accommodations and approximate date when government quarters will be made available.

(4) F. B. I. Applicant Fingerprint Forms (No. 7-2251).

(5) Medical Examination (Standard Form No. 2413).

(6) Oath of Office and Personnel Affidavit (CPD Form No. 18).

(7) Personal History Statement (CPD Form No. 3), in triplicate.

(8) Job Sheet (CPD Form No. 8), in quadruplicate.

(9) Changes in Civilian Personnel (Standard Form No. 50—replacing Form No. 4a now used), in duplicate. Until a supply of Form No. 50 is available, Form No. 4a will be used.

*c.* Hostesses (SP-5) and principal hostesses and librarians (SP-7) will be assigned to duty at such time as funds are allotted for such purpose, and the above papers simultaneously submitted to the Chief of the Special Service for processing and confirmation through the War Department. A corps area librarian (chief library assistant, SP-8) will not be assigned to duty without prior approval of the War Department. When assigned to duty, such employee will execute the Oath of Office and Personnel Affidavit (CPD Form No. 18) which will be forwarded to the Chief of the Special Service within 48 hours after the assignment of such employee to duty.

**242. Promotion and advancement.**—*a.* In the true sense of the word, there is no promotion for the hostess and librarian. If they are to be advanced, the original appointment should be terminated and they should be reappointed to the new grade. This will necessitate reexamination of their qualifications to reaffirm their minimum qualifications as required by the War Department, a new oath, and if deemed advisable by the post commander, a physical examination.

*b.* Hostesses and librarians are entitled to what is known as an “administrative promotion,” which is really a “within-grade” advancement in compensation. Three things must occur before this advancement occurs:

- (1) The employee must serve at least 18 months.
- (2) The employee must have an efficiency rating on the CP 55 form of “good” or better.
- (3) Funds for such advanced pay must have been allocated for that purpose.

*c.* All recommendations for administrative promotions of hostesses and librarians paid from W. E. M. A. funds made in accordance with the act of August 1, 1941 (Public Law 200—77th Cong.; sec. I, Bull. No. 24, W. D., 1941), will be certified on Efficiency Rating Form (CP-55), and on Recommendations for Field Personnel Action (Form CP-56), (corrected to read “Recommendations for Action by the Secretary of War”), and will be forwarded to the Chief of the Special Service for concurrence and transmittal to the office of the Secretary of War for the preparation of an administrative promotion instrument.

*d.* The assistance of the field office manager, office of the Secretary of War, whose office is near that of the corps area or department commander is always available for advice, incident to the processing of papers and the personnel policies and procedures of the War Department.



**243. Pay.**—Hostesses and librarians are paid from funds appropriated for the "Welfare of Enlisted Men, Army," and receive the following compensation: corps area or department librarian (SP-8), \$2600.00; principal hostess and camp librarian (SP-7), \$2120.00, and are entitled to quarters; junior hostesses (SP-5), \$1620.00, and are entitled to quarters.

**244. Duties.**—The duties of hostesses and librarians are as follows:

*a. Senior hostess (SP-7).*—Supervises the service club and its activities; provides for and conducts all special and recreation features such as games, dances, and similar activities in which women participate; makes provision for the care of women and children while visiting in camp, including the maintenance of an up-to-date list of accommodations available in adjacent communities; and generally supervises the cafeteria for the benefit of visitors to camp.

*b. Junior hostess (social and recreational) (SP-5).*—Performs such of the above duties as may be assigned her by the senior hostess; usually has charge of a guest house and helps with social and recreational activities in the service club.

*c. Junior hostess (cafeteria) (SP-5).*—Has the immediate management of the cafeteria and plans for the purchase, preparation, and sale of food, and for collection of and accounting for funds therefrom.

*d. Corps area librarian (SP-8).*—Plans for, coordinates, and supervises the work and operation of the corps area library and all libraries in the area, and the classification and cataloging of book collections; and coordinates the instruction in library methods of enlisted personnel assigned to libraries.

*e. Camp librarians (SP-7).*—Operate the camp library, recommend the selection of books, classify and catalog all reading matter, and instruct assigned personnel in modern library methods. Reference is made to chapter 27.

**245. Quarters.**—*a.* Normally, quarters for hostesses and librarians will be provided in the guest house. The assignment of quarters is always dependent upon availability, and such quarters may not always be uniform. In some cases, hostesses and librarians are assigned two rooms and bath, but there is no assurance that a hostess or a librarian will be continued in such quarters. The size and type of the guest house determine the quarters that a hostess or librarian may receive.

*b.* A hostess or librarian is entitled to one bedroom, and to a common living room which is available to all hostesses and librarians for their joint use. Such quarters are evaluated by the Secretary of War

at \$180 a year which is deducted from pay. A hostess or librarian may be permitted by the post commander to occupy an additional room as quarters if she voluntarily wishes so to do, but only in those cases where, in the opinion of the post commander, such additional room is available. It is not contemplated that additional rooms in a guest house, already in great demand for its real purpose, will be available. For the occupancy of such additional room for quarters, a deduction of an additional \$90 a year is made.

**246. Hours of employment.**—Hostesses and librarians are not entitled to the benefits of the 40-hour week law, and the Saturday half-holiday act has by Executive Order been made inapplicable to them. Their hours of employment may be determined by the post commander.

**247. Separation from service.**—*a.* All separation actions, including resignations, furloughs, and terminations will be routed through the Special Service to the office of the Secretary of War.

*b.* Resignations, furloughs, and discharges without prejudice will be effected by the post commander and reported to the Chief of the Special Service, through the corps area commander, on the monthly financial report on hostesses and librarians next following the date of the reported action, together with properly executed Standard Form No. 50 (Changes in Civilian Personnel), in duplicate.

*c.* The procedure outlined below will be followed where discharge of a hostess or librarian is desired:

(1) The post commander will notify the employee in writing, stating that, pending receipt of formal instrument of discharge, the employee is suspended, giving the date thereof and the reasons therefor.

(2) The post commander will forward, in triplicate, to the corps area or department commander, a request for the discharge of such employee giving the name, position, grade, salary, date of original employment, and full reasons for the request of such discharge. Upon approval of such discharge, the corps area or department commander will, without delay, forward to the Secretary of War, through the Special Service, the original and one copy of the request for discharge.

(3) If the post commander has caused a written hearing to be held on said case, he will forward three copies of said hearing with the request for the discharge of said employee to the corps area or department commander, who, if he approves such request, will forward two copies of the request for discharge to the Secretary of War through the Special Service.

(4) The corps area or department commander will report the fact of said employee's separation on the monthly financial report of hostesses and librarians, next following the date of the reported action.

*d.* A hostess or librarian is not entitled to pay after the date of suspension unless restored to duty.

**248. Transfers.**—*a.* Transfers involving change in duties or salary will be made only upon approval of the Chief of the Special Service.

*b.* Transfers not involving change in duties or salary, and within the same camp, will be made upon approval of the corps area or department commander.

*c.* Transfers not involving changes in duties or salary, and between camps in the same corps area or department, will be made upon approval of the corps area or department commander, except that authority for travel incident to permanent changes in duty must be obtained from the Secretary of War through the Special Service.

*d.* Transfers between corps areas, between corps areas and departments, or between departments, will be made only with the approval of the commanders of the corps areas and/or departments involved and the Chief of the Special Service.

*e.* In addition to necessitating approval of the Chief of the Special Service, all transfers will be reported to the Chief of the Special Service on the monthly financial report of hostesses and librarians next following the date of such action, and on CPD Form No. 8 (Job Sheet) in quadruplicate; and, as accomplished and without delay, actions outlined in these paragraphs will also be reported to the Chief of the Special Service on Changes in Civilian Personnel (Standard Form No. 50), in duplicate.

**249. Travel.**—*a.* Travel of hostesses and librarians at Government expense is chargeable to funds appropriated for travel of the Army. A corps area or department commander is authorized to issue travel orders to hostesses and librarians with permanent duty stations within his corps area or department, when travel is for the convenience of the Government in the following cases:

(1) While on temporary duty away from their permanent duty stations to other stations within the corps area, and return.

(2) While on temporary duty away from their permanent duty stations to other stations outside of the corps area and either within or outside of the continental limits of the United States, and return. Temporary duty outside of the continental limits of the United

States, away from a permanent duty station within the continental limits of the United States, and return, requires the prior approval of the Secretary of War to whom recommendations will be submitted through the Chief of the Special Service.

(3) While on temporary duty away from their permanent duty stations to the District of Columbia for less than 30 days. Travel on temporary duty into the District of Columbia in excess of 30 days requires the prior approval of the Secretary of War to whom recommendations will be submitted through the Chief of the Special Service.

(4) Travel incident to permanent change of station at Government expense requires the prior approval of the Secretary of War to whom recommendations will be submitted through the Chief of the Special Service.

b. Travel orders which are issued under authority of paragraphs above will specify "Under authority of the Secretary of War, dated November 21, 1941, and the authority of The Adjutant General dated December 11, 1941."

**250. Compensation benefits.**—*a.* Hostesses and librarians are entitled to the benefits of the Compensation Act of September 7, 1916, as amended. To procure these benefits, a claim must be prepared and filed by or on behalf of the injured employee within 48 hours after injury, unless there be a reasonable excuse for delay or unless the immediate superior has actual knowledge of the injury.

*b.* The United States Employee's Compensation Commission has published a booklet on regulations governing the administration of the Compensation Act, which should be obtained and used in connection with such claim. It is suggested that special service officers acquaint themselves with the provisions of these rules and regulations.

*c.* There is no compensation for the first 3 days of disability. There is a graded compensation up to total disability which permits the payment of  $66\frac{2}{3}$  percent of the monthly pay, but not to be more than \$166.66 nor less than \$58.33 a month. Other compensations include the cost of a full time attendant when necessary; certain services, appliances, and supplies; transportation to and from hospitals where necessary and reasonable; and certain burial and death benefits.

## CHAPTER 29

## NOTES ON MORALE ACTIVITIES

	Paragraph
Purpose.....	251
Field distribution.....	252
Suggested use.....	253
Procedure for submitting material.....	254

**251. Purpose.**—"Notes on Morale Activities" is a multilithed publication of the Special Service. Professional in scope, the paper disseminates information about morale factors and activities and offers suggestions based on methods which have proved successful in the field. It affords an informal channel of communication between the Special Service and officers in the field concerned with morale activities.

**252. Field distribution.**—*a.* Copies of Notes of Morale Activities are sent direct by the Special Service to headquarters of armies, army corps, corps areas, departments, bases, and the major components of the Army Air Forces. Sufficient copies are forwarded to the headquarters of posts, camps, and stations for distribution to tactical units down to and including battalions stationed on the post, each library and reading room, and each American Red Cross field director serving the post. Each camp and organization newspaper or periodical published by military personnel and the commanding officers at Army recreation areas are also mailed copies.

*b.* Distribution of Notes on Morale Activities is limited, with exception of Red Cross field directors and certain Government agencies, to military personnel.

*c.* To be of maximum benefit, the publication must have correct distribution. The special service officer should ascertain that copies reach the proper individuals within his headquarters or unit.

**253. Suggested use.**—*a.* Many unit commanders and special services officers have developed worthwhile morale activities and procedures. They have faced many problems under varying circumstances and solved them successfully, learning in the process the better ways of doing things and the pitfalls to avoid. Commanding officers and special service officers are encouraged to send descriptions of their projects to the Special Service.

b. A number of other sources provides material for the publication. Officers of the Special Service on observation trips collect valuable information. Some also are made available by other parts of the War Department and certain Government agencies.

c. Offers of equipment, books and services for men in the military forces when made to the War Department are relayed to the field through this publication.

d. General recreation and welfare plans communicated to the field are frequently commented on for the benefit of officers in outlining programs for their own units. All of these various subjects are discussed in Notes on Morale Activities as space and circumstances permit.

e. Special service officers can use Notes on Morale Activities not only as a source of information but also as a basis for comparison of their program with those of others.

f. While most of the material in Notes on Morale Activities is considered principally professional in nature and of interest to those concerned with morale, material is also included that can be reproduced to advantage in camp or organization papers. It is appropriate for special service officers to suggest use of such material in camp publications.

**254. Procedure for submitting material.**—Information for inclusion in Notes on Morale Activities may be forwarded through channels to the Chief of the Special Service. While space limitations and circumstances may not permit the use of all such material, nevertheless its submission will make available information which may be used advantageously in other ways. Therefore, all unit commanders and special service officers who have activities or procedures which they have found valuable and which they believe will be of benefit to others should make it a practice to supply this information to the Special Service.

## CHAPTER 30

## RECREATION CAMPS

	Paragraph
Description and activities.....	255
Duties of special service officers.....	256
Other uses of recreation camps.....	257

**255. Description and activities.**—*a. Object and purpose.*—Recreation camps offer the soldier an opportunity for occasional week-ends of two days away from the routine of training.

*b. Use.*—The use of recreation camps is on a voluntary basis for soldiers having good conduct records. Complete organizations may use recreation camps by making arrangements in advance with recreation camp commanders. An organization using a recreation camp is permitted to set up its own kitchens and mess equipment and to install a post exchange. Soldiers on pass or furlough may use any recreation camp at any time. If the recreation camp to be used is in a corps area other than the one in which the soldier is stationed, the recreation camp commander should be advised as far in advance of arrival as is practicable.

*c. Cost to men.*—No charge is made for the use of the facilities provided at a recreation camp. A concessionaire in the camps serves meals at prices ranging from 20 to 35 cents. A soldier is, however, privileged to take his meals elsewhere.

*d. Accommodations.*—Recreation camps are of permanent type tent construction, winterized and heated. Bedding is furnished, and laundry is paid for by the camp.

*e. Discipline.*—No military duties are required of enlisted men visiting recreation camps. Reveille is not sounded. Men using the camps are privileged to come and go as they wish. There are but two restrictions: the camp must be quiet and lights out at 11:00 p. m. to permit those who wish to sleep to be undisturbed, and men must conduct themselves with credit to the uniform.

*f. Entertainment.*—The commanding officers of recreation camps provide varied and interesting recreational and entertainment activities. Through the cooperation of civilian organizations, dances, sightseeing trips in private cars, visits and dinners at private homes, fishing trips, attendance at various sports and entertainment events

are provided without cost to men in uniform. Other activities of interest are made available to men in uniform at reduced prices.

**256. Duties of special service officers.**—*a. Allotments to posts.*—Allotments of the number of men who can be accommodated are made to various camps, posts, and stations by recreation camp commanders or corps area special service officers.

*b. Quotas to organizations.*—On receipt of an allotment for his post, the post special service officer should assign quotas to various organizations, maintaining contact with the organizations making certain that the various quotas are filled. If any organization cannot fill its quota, the quota of another organization may be increased. If it becomes apparent that the quota allotted any post cannot be filled, the headquarters originally making allotment to the post should be notified. Post commanders may at any time, request that an allotment for a particular week-end be made to them without awaiting receipt of notification of allotment.

*c. Notification to recreational camp commander.*—Notification of the number of men going from the post to the recreation camp, together with the approximate time of arrival, should reach recreation camp commanders not later than Thursday afternoon.

*d. Time of dismissal of men.*—Men assigned to go to a recreation camp will be placed on "detached service without expense to the Government" as of noon Fridays.

*e. Time of convoy departure.*—Convoys taking men to recreation camps should be dispatched from home stations in time to reach recreation camps by 7:00 p. m. on Fridays. Officers commanding convoys should be instructed that soldiers on visits to recreation camps are to be returned to their respective organizations in time to permit suitable rest prior to scheduled duties on Monday morning.

*f. Publicity.*—As the use of camps is on a voluntary basis, steps should be taken frequently to publicize throughout all commands the opportunity offered by the recreation camps for a week end of relaxation. Such publicity should include the various events arranged for the entertainment of visitors.

*g. Equipment.*—Recreation camps are equipped to furnish cots and bedding, including blankets and linen. Tents are heated. Men going to recreation camps should be advised that they need take with them only such personal wearing apparel and toilet articles as they would ordinarily carry on a week-end visit to a hotel or other resort, to include such clothes as are to be worn for active participation in sports, tennis, swimming, etc.

*h. Recreation camp bulletins.*—All arrangements for recreational



and entertainment activities have been made for soldiers in uniform at recreation camps which will publish weekly mimeographs setting forth complete programs of events. Special service officers of posts, camps, stations, and organizations should request copies from the commander of the recreation camp serving them.

**257. Other uses of recreation camps.**—*a.* Authority has been granted to corps area commanders to make all the facilities of recreation camps available to tactical units on defense missions. Funds allotted for construction, operation and maintenance of recreation camps cannot be expended for any of these purposes while a recreation camp is being used by a unit on a defense mission.

*b.* When a recreation camp is turned over by the corps area commander for use for any purpose other than as a recreation camp report will be submitted to the War Department naming the unit and date the camp was turned over.

## CHAPTER 31

## FACILITIES AND CONSTRUCTION

	Paragraph
General.....	258
Unit allotments.....	259
Strength allotments.....	260
Officer candidates' and flying cadets' recreation buildings.....	261
Hospital recreation buildings.....	262
Construction for colored garrisons.....	263
Construction for civilian employees.....	264
Use of standard plans.....	265
Alterations.....	266
Use of contractors' buildings.....	267
Construction in theaters of operation.....	268

**258. General.**—*a.* Any recreation or athletic program in cantonment areas developed by either a tactical unit or service command is in a large measure controlled by the facilities available. Items coming under the general heading of recreation facilities include such structures as service clubs, field houses, gymnasiums, post exchange buildings, officers' recreation mess buildings, theaters, regiment recreation buildings, day rooms and libraries, also swimming pools and athletic fields or courts.

*b.* The size, number, type, and location of these facilities are determined by War Department construction policy, developed by the G-4 division of the General Staff, usually in collaboration with the G-1 division, and are announced from time to time by The Adjutant General.

*c.* The Corps of Engineers is charged with the direction of all work pertaining to construction, with the single exception of leave area construction which is controlled by the Special Service. The design, alteration, and construction of all recreation buildings are subject to the inspection and approval of the Chief of the Special Service. The Corps of Engineers develops construction projects based on the provisions of the current War Department construction policy, prepares estimates of costs and submits these estimates to the Budget Office of the War Department which in turn submits them to Congress for appropriation.

*d.* Funds under the appropriation, "Welfare of Enlisted Men, Army," are not available for construction purposes. This appropriation is restricted to items of equipment, furnishings, and employment of certain classes of civilian personnel.

*e.* As construction funds become available, authorization for construction is issued by The Adjutant General in accordance with the project developed by the constructing agency.

*f.* In determining the provisions of the War Department construction policy, consideration is given to the strength, actual and projected, of the garrison which the proposed construction is to serve.

*g.* Wherever new units are activated or wherever material increases in the tactical units are authorized, action toward furnishing the increased construction will be initiated by the War Department. Where garrisons receive small increases in service detachments which will exceed the maximum capacity of the facilities already provided, requests for additional accommodations should be initiated by corps area, department, or exempted station commanders, or by the Commanding General, Army Air Forces.

**259. Unit allotments.**—War Department construction policy provides construction of recreation facilities based on the number and size of units served and total garrison strength. Normally for company areas, one day room will be provided; no special facilities are provided for the battalion echelon, excepting in the replacement training center. Each regimental area will contain a regimental recreation building and under normal conditions, one E-3 type exchange building and one chapel. Divisional areas are generally self-contained and in addition to the facilities provided for companies and regiments, will contain one service club, type SC-3.

**260. Strength allotments.**—*a.* Based on garrison strength, facilities beyond those mentioned for units will normally be provided where such facilities do not exist. For garrisons of 10,000 or more, one chapel is provided for each 2,000 men; one service club, type SC-3; one guest house, standard; one field house, type FH-L1 or FH-A1; one E-3 main exchange building, and theater accommodations on the basis of one seat for every six to eight men. At stations of 5,000 to 10,000 men, chapels, service club, theaters and exchange buildings are provided as for the larger garrison; however, no provision is made for a field house and the guest house is authorized only where the isolation of the post makes this facility essential.

*b.* For garrisons of less than 5,000, in addition to the chapel, an SC-4 type service club and modified guest house will be provided on request, only where the isolation of the post makes such facility

essential. For garrisons of less than 3,000, an OM-1 type service club and modified guest house may be provided; this too, is by request only, based on the local situation.

**261. Officer candidates' and flying cadets' recreation buildings.**—Appropriate facilities for recreation may be furnished officer candidates and flying cadets separate from those provided for enlisted men when the numbers so justify.

**262. Hospital recreation buildings.**—Recreation buildings are provided for hospitals of over 200 bed capacity. Day rooms of appropriate size are provided for hospital detachments of over 100 enlisted men.

**263. Construction for colored garrisons.**—*a. Basis.*—Construction of welfare and recreational facilities for colored troops is provided on the same general basis as if the colored contingent formed the garrison of a separate camp or cantonment and, in accordance with policies established for camps in general and will be based on the strength of colored troops.

*b. Theaters.*—Where the strength of the colored contingent is too small to warrant construction of theater facilities, they may be accommodated in the theaters provided for the post.

*c. Post exchanges.*—Where the colored contingent is too small to warrant authorization of a standard type exchange building and local conditions necessitate separate exchange facilities, a building of special design known as a combined exchange and recreation building, type CPX-1, is authorized for construction.

**264. Construction for civilian employees.**—The War Department does not contemplate construction of housing for civilian employees at camps, stations, or hospitals in the continental United States from funds appropriated for War Department construction. Hostesses and librarians may be quartered in the guest house, providing space is available. Construction of guest houses is not authorized for the purpose of providing such quarters.

**265. Use of standard plans.**—*a.* The Chief of Engineers furnished chiefs of arms and services, corps area, department, and exempted station commanders a complete set of plans for mobilization construction and revisions thereof. Commanders will resist any tendency to change or request changes of standard plans where such buildings will suffice. This will prevent unnecessary delay in construction but should not discourage constructive recommendations for changes of design for future buildings.

*b.* Basic plans for recreation buildings, based on War Department construction policy, are of necessity simple and so designed as

to provide minimum facilities for conducting the various programs developed by the many individual posts and stations.

*c.* No effort is made to include all minor and varied details in anticipation of the sundry individual programs later to be evolved.

*d.* The adoption of these buildings to meet the particular local need requires the exercise of initiative on the part of officers conducting these programs. They must improvise facilities from available materials, improvise means of obtaining needed materials and improvise minor alterations. The development of initiative is the determining factor in the success of any program, whether it be recreation or the serious business of combat.

*e.* The development of the present war situation will undoubtedly require a curtailment of the construction of many cantonment recreation buildings now authorized under existing policies. Special service officers will find an ever increasing demand for initiative.

**266. Alterations.**—*a.* District engineers within the authorities permitted by the Chief of Engineers and on request of commanding officers, are authorized to make minor changes or additions in mobilization type construction plans to meet local requirements, provided funds are available.

*b.* Minor changes are considered to be those which will not in any way effect the structural strength of the building or permanently preclude its use at any future time for the purpose for which it was originally designed.

*c.* Locally available applicable funds should be utilized to supply additions not furnished by the district engineer. These funds include B. and Q. A., C. R. of H. A., A. C. A., and R. of A. maintenance and repair funds or construction funds available to the division engineers.

*d.* Material alterations involving relocations of interior building partitions are not favorably considered in view of the possible effect on structural strength of the building. Authority for such alterations should be obtained from the Chief of Engineers.

*e.* Requests for authorization of additional construction constituting a major alteration should outline the necessity for this action, such as isolation of post, climatic conditions, etc., and should indicate the number of men affected, the lack of similar facilities, an estimate of the cost of the project and the source of available funds. The request should also state if the facility is considered as being under the current construction policy, and if the proposed site is available and convenient to the portion of the garrison to be served. They should in each case bear action by the corps area or department

commander or the chief of arm or service. Requests should be addressed to and will be initially received in The Adjutant General's Office where they will normally be referred to the Special Service for remark and recommendation and to the Chief of Engineers for appropriate action and then returned to The Adjutant General.

*f.* The Chief of Engineers will take final action on projects falling within his authority, returning the papers to the originating office through The Adjutant General, stating the action taken. For all projects not falling within his authority, the remarks and recommendations of the Chief of Engineers will be forwarded to The Adjutant General for final action.

**267. Use of contractors' buildings.**—On many new construction projects certain buildings have been erected for use of constructing agencies. Many of these buildings are suitable for occupancy by the local garrison when vacated by the construction personnel. Alterations necessary to make these buildings suitable for local programs may be accomplished from B. and Q. funds available locally. When requests are submitted for additional construction, consideration should be given to the availability of these buildings or their possible use.

**268. Construction in theaters of operation.**—The following general policy will govern construction in theaters of operations.

*a.* The Corps of Engineers is charged with the design, construction, repair, and maintenance of structures, highways, railway, and port facilities, other than self-propelled harbor vessels especially required for military purposes.

*b.* To implement the above functions the Chief of Engineers will—

(1) Prepare necessary basic data and publish the same in manuals for use in the field.

(2) Prepare lay-outs, material, and equipment schedules and cost estimates for construction in proposed theaters of operations as required by the Commanding General, Army Ground Forces, consulting the chiefs of services as to their specialized needs in lay-outs or in material and equipment schedules.

(3) Consult with the Commanding General, Army Ground Forces, relative to particular construction requirements, and with chiefs of services as to their specialized construction requirements.

(4) Provide for the procurement and storage of construction materials and equipment and arrange with The Quartermaster General for their delivery to the site, consulting with chiefs of services as to specialized equipment to be furnished by them.

(5) Provide the necessary funds to accomplish construction programs as required by commanders of theaters of operations including funds for procurement overseas.

c. Commanders of theaters of operations are to be governed by the provisions and limitations of Engineer Field and Technical Manuals as modified by local conditions. Allowances as published should in no case be exceeded. (See FM 5-10 and TM 5-280, 5-281, 5-282, and 5-283.)

d. Local procurement in oversea theaters should be used to the extent of available materials.

## CHAPTER 32

## RECREATION AND SERVICE BUILDINGS

	Paragraph
Field house.....	269
SC-3 service club.....	270
SC-4 service club.....	271
OM-1 service club.....	272
Standard guest house.....	273
Modified SC-3 service club.....	274
All-purpose regimental recreation building.....	275
Exchange buildings.....	276
Theater buildings.....	277
Modifications of exchange and theater buildings.....	278
Swimming pools.....	279
WPA projects.....	280

**269. Field house.**—The field house is authorized for posts of 10,000 or more, priority construction determined by such factors as climate, weather conditions, and isolation of the post. This building is 180 feet long with a clear floor space of 100 feet by 180 feet and an arch roof providing 33 feet head room over the center of the floor. Locker rooms, showers, dressing rooms, and storage space is provided in a 15-foot lean-to along each side of this structure. It provides three practice basketball courts and one main court; is suitable for any indoor athletic activity including indoor baseball. Two portable boxing rings are provided which may be combined to form a portable stage for theatricals or shows.

**270. SC-3 service club.**—The SC-3 service club is provided for each division and post of 5,000 or more strength. The 700 Series Plan, on which most of those now in operation were based, provided general library facilities including shelf space for 5,000 volumes, 2,200 square feet of floor space of approximately 4,560 square feet for dancing and other social functions, and provides adequate kitchen accommodation and dining room space for 120 persons.

**271. SC-4 service club.**—The SC-4 service club is provided at posts between 3,000 and 5,000 strength on request only. This building is a one-story structure containing a library in one wing, a cafeteria and dining room, and dance floor somewhat smaller than that provided in the SC-3.



**272. OM-1 service club.**—The OM-1 service club is provided at posts between 500 and 3,000 by request only. This building is a modification of the RB-1 building and contains a small kitchen and dining alcove, reading and card room, toilet facilities, and has an over-all dimension of 37 feet by 120 feet.

**273. Standard guest house.**—The standard guest house is provided for those posts in excess of 10,000 strength, but may be authorized at posts of 5,000 or more where the local situation warrants the construction of this facility. This building provides sleeping accommodations for a maximum of 56 guests. When authorized for smaller garrisons, the design for the guest house is determined by the local situation. Although quarters are sometimes provided for hostesses and librarians in the standard guest house, it does not follow that similar quarters will be provided in all cases. The primary function of the guest house is to provide emergency sleeping quarters for visitors. Quarters for service club personnel is contingent upon their availability.

**274. Modified SC-3 service club.**—Based on the experience gained in the operation of the SC-3 type service club the 700 Series Plan has been modified to include a screened-in porch on the front and left side of the building with direct entrance to the cafeteria and the new library wing. The new library wing is two stories high, 70 feet by 40 feet, and in addition to the reading and stock rooms provides storage space and offices for the hostess and librarian.

**275. All-purpose regimental recreation building.**—Plans have been developed and approved for an all-purpose regimental recreation building which includes the features of the field house in addition to a permanent stage, projection booth, and a small post exchange. This building provides a clear floor space of 95 feet by 80 feet for athletic activities or for theatrical seating. However, no policy has been developed authorizing the construction of this building.

**276. Exchange buildings.**—The E-3 type exchange building is a modification of the RB-1 recreation building generally provided for regiments as a branch of the division exchange system. One additional building is provided for each division or similar strength group as a main exchange. The E-2 type exchange building is smaller than the E-3 type and is generally provided for separate battalions or similar strength groups.

**277. Theater buildings.**—Theater construction is based on the provision of one seat for each six to eight men of a garrison. The largest single theater is the TH-3 type, seating 1,038. This type

theater is modified to include adequate stage and dressing room facilities for theatricals in each divisional area. The next smaller theater is known as the TH-4 theater, seating 602 persons, and the smallest is the TH-354 type theater, seating 354.

**278. Modifications of exchange and theater buildings.**—After initial construction of post exchange buildings or moving picture theaters, no further expenditure of War Department construction funds will be authorized. Such changes or additions to these buildings as are desirable from the local viewpoint may be made by the expenditure of post exchange funds or theater dividends.

**279. Swimming pools.**—Construction funds are not available for the construction of swimming pools. Where necessity for swimming pools exists, commanding officers should initiate WPA projects for the construction, furnishing necessary nonlabor funds from available post exchange or applicable recreation funds to supplement WPA nonlabor funds. Plans will not contemplate the use of B. & Q. A. funds, either for initial construction or for future alteration or addition. Operating costs for water, pumping, chlorination, etc., must be reasonable. Sanitary features must be adequate and included in the initial construction with provisions made in the plans for recirculating systems.

**280. WPA projects.**—Project applications utilizing WPA funds will not be submitted contingent upon use of War Department appropriated funds, prior to the local availability of such funds or War Department approval of an allotment.

## CHAPTER 33

## ARTS AND DECORATION

	Paragraph
General.....	281
Soldier art program.....	282
Landscaping.....	283
Interior decoration.....	284
Developing art program.....	285
Funds.....	286

**281. General.**—Soldiers who have had previous formal training in art should be encouraged to apply their skill in decorating day rooms, mess halls, regimental recreation rooms, service clubs, and other buildings. Applied talent and effort can convert buildings into interesting and comfortable places of assembly. The illustration supplementing this chapter demonstrates what can be accomplished through ingenuity at little expense.

**282. Soldier art program.**—A soldier art program should be instituted for the purpose of stimulating and developing the creative talents of soldiers and beautifying, decorating, and improving camp environment. Not only will this assist the soldier artist in maintaining and utilizing his abilities in his leisure time, but it will also help to provide an atmosphere both stimulating and restful. Paintings, sketches, and murals will educate and entertain by recording and vivifying the colorful tradition of contemporary Army life.

**283. Landscaping.**—Outdoor beautification should be given every consideration and encouragement, but should conform to a general plan for the immediate and adjacent areas. Local trees and shrubs can be transplanted and effectively placed around barracks and other buildings. Subordinate commanders should be encouraged to sow lawn seeds in the vicinity of barracks, headquarters, service clubs, recreation halls, and other buildings. Simplicity and uniformity should be the keynote in outdoor beautification.

**284. Interior decoration.**—*a. Preparation.*—It would be well first to seal and paint temporary buildings that are used for general assembly. The personnel of companies can do the sealing and painting in day rooms, recreation buildings, and mess halls with Quartermaster materials or those purchased from company funds at small cost. A very effective and inexpensive inner sealing can be had by using a tongue and groove pine or plywood for the wainscoting, and

fibre, gypsum or some other wall-board material from the wainscot to the ceiling. The same wall material can be used on the ceiling if it is not already sealed.

*b. Some principles of interior decorating.*—(1) *Colors.*—Hot and cold. Certain colors and combinations of colors create a cheerful room, other colors and combinations create a restful room, still other colors and combinations create a “warm” room or a “cold” room. The following colors and combinations of colors are considered warm (advancing): yellow, red, purple. Colors derived from and combining blues, greens, and yellow, are considered cold (receding).

(2) *Walls.*—If the room is dark and poorly illuminated, paint the walls with light colors, such as ivory, cream, buff, or peach. These are cheerful colors and have a high light reflection value. If the room is light and well illuminated, paint the walls powder blue, green, gray, or coral.

*c. Creating illusory effects*—(1) *Making a small room seem large.*—Use light colors such as cream, ivory, or shades of blue and green. Paint woodwork, windows, door trim, and wainscot a slight variation of the same color.

(2) *Making a large room seem smaller.*—Use warm colors such as tan, buff, warm gray, or coral. Paint woodwork, etc., in contrasting colors.

(3) *Making a room seem restful.*—Use blues and grays and emphasize horizontal lines.

(4) *Making a room seem alive.*—Use bright colors and emphasize vertical lines and crisscross patterns.

*d. Paint.*—The most suitable and economic paint for ceiling and walls is a casein water-mix paint. It has a good covering quality and usually one coat is sufficient. For wainscoting and woodwork which is subject to wear, an oil stain shellac, or an oil paint may be used.

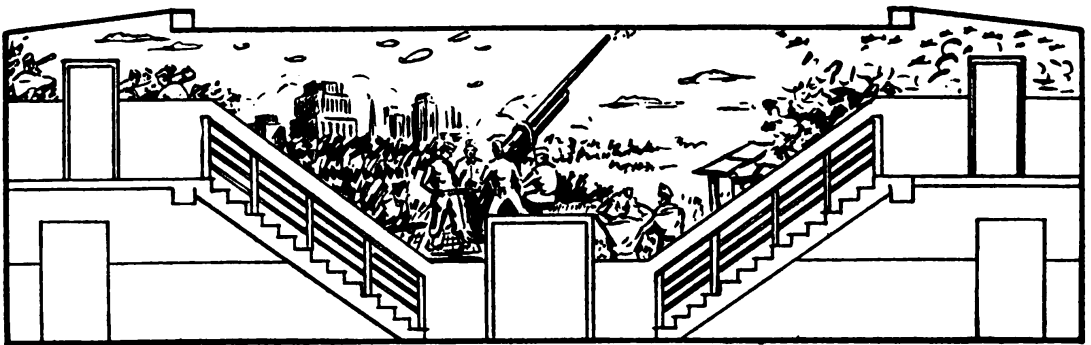


FIGURE 4.—Service club.

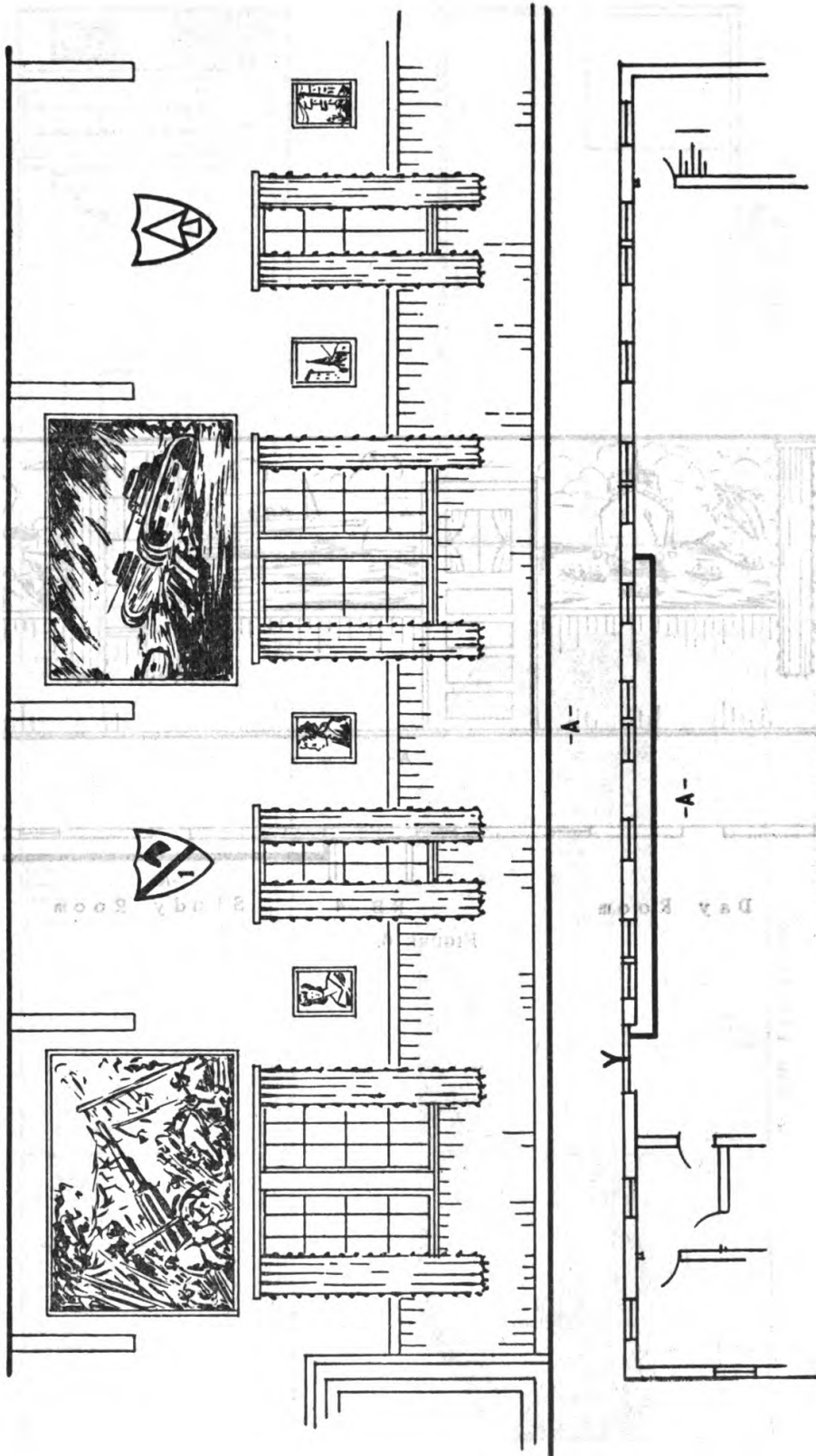
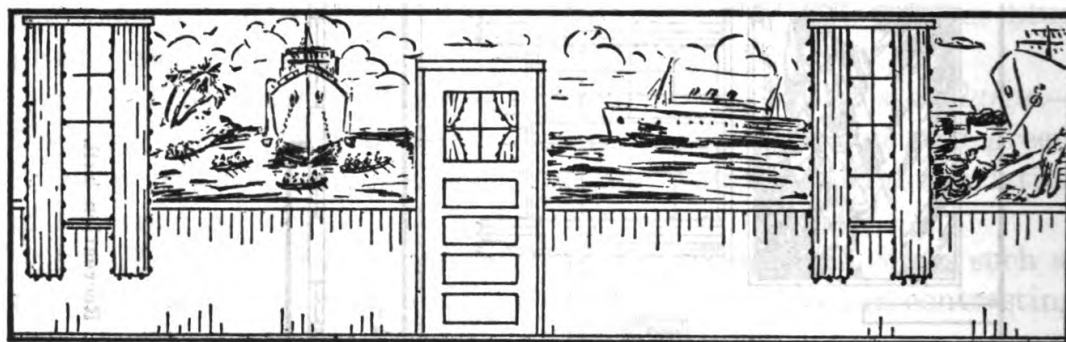
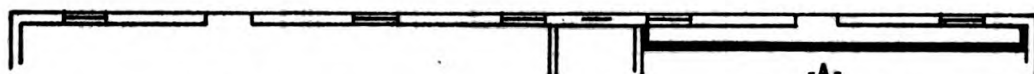


FIGURE 5.—RB-1 Recreation hall.



-A-



Day Room

RB - 4

Study Room

FIGURE 6.



**FIGURE 7.—Interior decoration.**

**285. Developing art program.**—*a.* The special service officer, through his own initiative and by encouragement to the regimental recreation officers, can secure excellent results in the field of soldier art, even though he himself has had no art training. A large number of artists are available in the Army whose talents and abilities can be applied in producing easel paintings and murals for day rooms, mess halls, service clubs, recreation halls, chapels, etc. Paintings of military life and activities are very stimulating and will provide military topics of conversation for soldiers.

*b.* A studio-classroom should be provided for the men where they can keep materials and paint in the evenings and in their spare time. Classes in drawing and painting can be held here for the improvement in skill and enjoyment of all attending.

*c.* It is helpful if one man, on special duty, acts as art director for the purpose of planning and supervising the program and for making the necessary provision of supplies. Under the direction of an artist from the regiment or separate battalion, a group should be organized to improve the regimental or battalion area. This should not hinder other artists that may be in these organizations from participating in this work. The assisting artists can work in their leisure time without interruption of their military training.

*d.* Only one building should be considered or decorated at a time. Sketches of the murals and paintings should be made before executing paintings. Each building should be completed before proceeding with the next one.

*e.* In the service club there is an opportunity to paint a large mural above the entrance to the recreation room. The theme of the painting may well be an expression of the particular arm or service of the post served by the club.

**286. Funds.**—Money for the purchase of art materials, paints, etc., to improve or maintain post structures may be obtained from W. E. M. A. funds, welfare funds, or post exchange funds, and such contributions as are not contrary to regulations.



## CHAPTER 34

## FUNDS

	Paragraph
General.....	287
Use of W. E. M. A. funds.....	288
Distribution.....	289
Other available funds.....	290
Procedure for expenditure.....	291
Regulations.....	292
Procurement code.....	293

**287. General.**—It is customary for Congress in making appropriations for the support of the Army to include therein a sum for the welfare of enlisted men. Usually these funds are apportioned by the Secretary of War to The Adjutant General for expenditure. In the Army they are currently referred to as “W. E. M. A.” funds. Initial allocation of these funds are made to Army agencies for expenditure under the terms of the allotment. The Chief of the Special Service is the controlling agent for such funds.

**288. Use of W. E. M. A. funds.**—*a.* W. E. M. A. funds can only be legally used for the purposes designated by Congress. Ordinarily the appropriation act authorizes expenditure of these funds for equipping and conducting schools, lunch and amusement rooms, service clubs, chapels, libraries (including subscriptions to newspapers and magazines, etc.), and similar welfare activities; to cover salaries of hostesses and librarians; to pay for the transportation of books, athletic and other recreation equipment; for the rental of films and repair to motion picture projector equipment, and other recreational purposes.

*b.* The appropriation act for the fiscal year may be expanded so as to permit the expenditure of these funds for instruction and entertainment of personnel and the services incident thereto. This enactment authorizes payment of expenses for radio and stage entertainment. Funds allotted for general recreational purposes might be expended, not only for the purchase of materials and equipment, but for the payment of installation costs where necessary. Funds so appropriated are further controlled by the allotment for one or more of the authorized purposes. W. E. M. A. funds are budgeted to specific purposes authorized under the congressional appropriation.

Each purpose is given a particular number. In order to utilize funds for any particular purpose, this purpose must be contemplated in the purpose number or numbers assigned when allotment of funds is made.

**289. Distribution.**—*a.* W. E. M. A. funds are distributed to corps areas and departments for suballotment to posts, camps, and stations on actual strength basis. A portion of the fund has been allotted to provide for troops assigned to the various bases and foreign stations in order to give these bases facilities similar to those existing in locations in the continental United States. No specific appropriation was included for these purposes because of the secret nature of the matter pertaining to the establishment of such bases. To permit taking care of such bases, allotments to posts, camps and stations within the continental United States may be reduced proportionately.

*b.* Distribution of general recreational purpose funds is made by the Special Service to the corps area and department commanders for suballotment to posts, camps, and stations (including exempted stations), primarily to provide for basic equipment for the personnel of newly activated units. Corps area commanders and department commanders are instructed to make such distribution of these funds as *they deem equitable*, and in accordance generally with the primary purpose for which they were provided. The reason for these instructions was because it was understood in the War Department that many old units, having sent out new cadres, have had their funds so reduced that they are in just as poor circumstances financially as many of the new units. Therefore, it was expected that there would be circumstances which would warrant suballotments of funds for old units.

*c.* Funds for salaries of hostesses and librarians are allotted upon receipt in this office of a notification of expected date of employment. Funds for the equipment of service clubs are allotted as soon as the building is authorized. Funds for general recreational purposes are allotted 1 to 3 months in advance of the date of induction of personnel for which these funds are intended. These funds are based on the expected increase in personnel in the various corps areas and are allotted upon receipt of the projected strength report from the General Staff.

**290. Other available funds.**—*a.* Additional funds from local resources, post exchange dividends, Army Motion Picture Service, etc., will be used to augment and maintain various activities once they are in operation. There have been a number of requests submitted for funds to equip recreation buildings, new additional personnel at

service clubs, and for additional equipment for field houses, and other similar requests. These funds should be obtained from local resources as mentioned above. The desirability of the project and the availability of local funds should be determined before requests for appropriated funds are made.

*b.* The War Department has under its control from time to time certain other funds, such as American Red Cross funds, and certain construction funds which apply only to specific recreation areas. From time to time the Chief of Staff has made available to the Chief of the Special Service, funds allotted for specific purposes for which other appropriated funds were not available.

**291. Procedure for expenditure.**—Special service officers should ascertain the needs for recreation equipment or books within their unit allotment, and should make recommendations relative to ordering the books or equipment by letter, to the commanding officer; and upon delivery of such items, should supervise the completion of receiving report to post or camp quartermaster, forwarding invoices with the receiving report to the disbursing officer that the purchase order might be completed as soon as possible.

**292. Regulations.**—To avoid confusion and difficulty in the purchasing of supplies and equipment due to laws and regulations governing the expenditure of allotted funds, all special service officers should read and study carefully AR 5-240. This is a small manual and very brief in its statement. It states how purchases may be made, and refers specifically to use of Treasury procurement specifications as shown in the schedule of supplies. The regulations state that articles must be purchased in this manner, although the same or similar articles are available locally at a cheaper price. These regulations are occasionally the source of trouble, as the contractors listed in the schedules have often been delinquent in their deliveries. There are ways of avoiding this trouble:

*a.* The commanding officer should declare that it is an emergency case.

*b.* If the time of delivery as shown in the schedule of supplies does not meet requirements, purchases may be made elsewhere. Definite date of delivery must be set, and when a contractor cannot meet such a date, the order may be canceled, and goods purchased elsewhere.

*c.* If the article does not meet requirements, this condition may be used for buying on the open market. In all cases, cooperate to the fullest extent with the purchasing and contracting officer.

**293. Procurement code.**—*a. General.*—(1) The procurement code consists of a list of the purposes of War Department appropriations, each with its code number, arranged alphabetically in groups, the groups arranged alphabetically under appropriations; and the appropriations under the arm, service, or bureau charged with their expenditure.

(2) Each appropriation is shown by its name or title as carried on the books of the Treasury; by its authorized abbreviations; and by its basic number in the appropriation code prescribed by the General Accounting Office, and its fiscal year designation.

*b. Purpose numbers.*—Each purpose number is made up of two numbers separated by a dash; before the dash is the number of the applicable project under the appropriation in War Department budget estimates and in the War Department program of expenditures; and after the dash is the number of the applicable object of expenditure in the "Classification of Objects of Expenditure," Bulletin No. 1, General Accounting Office, revised August 26, 1927.

*c. Appropriation numbers.*—The appropriation number prescribed by the General Accounting Office consists of a basic code number of four figures, which appears in the procurement code immediately after the appropriation title, combined with figures or characters indicating the department or independent establishment of the Government to which the appropriation pertains, and the fiscal year.

*d. Methods of indicating procurement authorizations.*—(1) AG 8 P 3-30 2-07 A 0315-2 is an example of a procurement authority under annual appropriation. The letters AG indicate that the procurement authority was issued by The Adjutant General's Office, and the 8 is its serial number in that office. The numbers 3-30 and 2-07 following the letter P are the "purpose numbers" found in the procurement code under the AG "procurement of recreational equipment, cafeteria equipment, service club, motion picture theater equipment, and other recreational equipment not otherwise listed, and transportation of supplies and equipment." The 0315 following the letter A is the appropriation code for the welfare of enlisted men, Army, sometimes referred to as General Accounting Office code. The single figure 2 following the dash indicates that this is an "annual appropriation" and that the fiscal year involved is 1942. The latter figure sometimes is indicated by two figures such as 12, in which case it is indicated that the appropriation involved is for the two fiscal years 1941-42. And in case of an indefinite appropriation, the capital letter "N," indicating no year, will be substituted for the numerical figure following the appropriation number.

(2) There are many appropriation symbols or abbreviations. Following is a list of the more commonly used abbreviations:

- A. C. A. Air Corps, Army.
- B. & Q. A. Barracks and Quarters, Army.
- C. & E. W. D. Clothing and Equipment, War Department.
- C. R. of H. A. Construction and Repair of Hospitals, Army.
- C. W. S. A. Chemical Warfare Service, Army.
- R. of A. Repair of Arsenals.

## APPENDIX

## LIST OF REFERENCES

The following publications are among those which are recommended for study by special service officers:

**1. Army Regulations.**

Administration, posts, camps, and stations----	AR 210-10.
American Red Cross: functions-----	AR 850-75.
Army exchanges: activities-----	AR 210-65.
Army Motion Picture Service-----	AR 210-390.
Army transports:	
Chaplains-----	AR 30-1155.
Radio service-----	AR 30-1160.
Passenger regulations-----	AR 30-1235.
Athletics-----	AR 850-120.
Chaplain, duties of-----	AR 60-5.
Chaplain, Officers Reserve Corps-----	AR 140-5.
Chaplain, transport-----	AR 30-1155.
Decorations and awards-----	AR 600-45.
Funds, rent and similar-----	AR 210-50.
Military information, safeguarding-----	AR 380-5.
Posts, camps, and stations, Administration----	AR 210-10, 35-6620.
Procurement of supplies:	
General provisions-----	AR 5-100.
Open market purchase-----	AR 5-240.
Property accountability-----	AR 35-6520.
Public relations: publicity-----	AR 600-700.
Purchases. <i>See</i> Procurement of supplies.	
Radio: publicity-----	AR 600-700.
Theater of operations: American Red Cross---	AR 850-75.

**2. Mobilization Regulations.**

Classification of enlisted personnel-----	MR 1-8.
Morale activities: regulations governing-----	MR 1-10.
Recruit reception-----	MR 1-7.

**3. Field Manuals.**

Administration-----	FM 100-10.
Band-----	FM 28-5.

SPECIAL SERVICE OFFICER

Chaplains, duties of-----	FM 101-5.
Construction facilities in theaters of operations-----	FM 5-10.
Leadership-----	FM 100-5.
Military courtesy and discipline-----	FM 21-50.
Operations-----	FM 100-5.
Physical training-----	FM 21-20.
Soldier's Handbook-----	FM 21-100.

**4. Technical Manuals.**

Chaplain-----	TM 16-205.
Medical Department Soldier's Handbook-----	TM 8-220.
Mess management-----	TM 10-205.
Music, field-----	TM 20-250.

**5. Laws.**

Funds, W. E. M. A-----	55 Stat. 368.
Hostesses and librarians, employment of-----	10 U. S. C. 663.
National Service Life Insurance Act of 1940 54 Stat. 1008 and Public Law 451, 77th Congress (sec. II, Bull. No. 8, W. D., 1942).	
Newspapers, camp, carrying advertising-----	10 U. S. C. 918.
Vice in vicinity of military reservations, control of—Public Law 163, 77th Congress (sec. I, Bull. No. 23, W. D., 1941).	





## INDEX

	Paragraph	Page
Actresses .....	158	91
Adjustment .....	82-88	29
Administration, field .....	28	12
Administrative detail .....	49	19
Advisory council .....	32	14
Allotments, facilities .....	259, 260	143
Alterations, buildings .....	266, 278	145, 150
Amateur Theatrical Manual .....	159	91
American Red Cross .....	112, 124, 139	44, 65, 78
Army—		
Air Forces .....	41	17
Corps Special Service section .....	37	16
Exchange Service .....	219	120
Institute .....	207	107
Motion Picture Service .....	26, 127, 214-217	11, 67, 116
Song Book .....	188	100
Transports .....	131, 132	72
Art .....	194-199, 281	102, 151
Athletic—		
Assistants .....	142, 146	80, 81
Councils .....	147	82
Officer:		
Assistants .....	146	81
Division .....	39, 145	16, 81
Post .....	144	80
Programs .....	152	84
Section .....	143	80
Subcommittee .....	148	82
Athletics .....	69, 141-152	24, 80
Attitude of trainees .....	70	25
Bands .....	176-183	97
Base command .....	134	75
Breakdown .....	85	29
Budget and Fiscal Division .....	25	10
Buildings .....	269-280	148
Cafeterias .....	225	124
Camp Shows, Inc. ....	167	93
Camps, recreation .....	255-257	139
Cantonment areas .....	36	16
Censorship .....	112	44
Chaplain's activities .....	212, 213	115
Chief of Special Service .....	19	8
Civilian—		
Activities during maneuvers .....	127-130	67
Agencies, cordination with .....	209-211	109
Directory .....	48	19
Employees, construction for .....	264	144

## INDEX

Civilian—Continued.	Paragraph	Page
Libraries.....	236	129
Morale.....	54	21
Music.....	189	100
Personnel.....	24	10
Publications.....	46, 112	19, 44
Theatrical advisors.....	165	92
Classification:		
Aid to special service officers.....	109	38
Importance.....	103	36
Personnel.....	108	38
Objective.....	102	36
Qualification cards.....	104-107	36
Reclassification.....	110	39
Colored garrisons.....	263	144
Combat zone:		
Detriments to morale.....	114	46
Evacuation.....	74	27
Music.....	193	101
Commanders:		
Assistance of special service officer.....	30	13
Corps area.....	34	15
Local.....	28	12
Responsibility.....	8-10, 29	5, 13
Tactical and corps area.....	31	14
Commendation.....	67	24
Competition, dramatic.....	163	92
Concerts.....	176-193	97
Confidential agents.....	112	44
Construction.....	258-268	142
Contractors' buildings.....	267	146
Control, Special Service.....	20	9
Corps area—		
Commanders.....	31, 34	14, 15
Special service officer.....	43	17
Special service section.....	42	17
Correspondence.....	35	15
Correspondence instruction.....	207	107
Costumes.....	160	91
Council, advisory.....	32	14
Counter morale.....	90	31
Decorating.....	281-286	151
Demoralization.....	50-52	20
Discipline.....	59-63	22
Division—		
Athletic officer.....	39, 145	16, 81
Recreation officer.....	40	16
Special service officer.....	33, 38	15, 16
Dramatics.....	153, 167	89
Drill.....	59-63	22
Drum and bugle corps.....	183	99

## INDEX

	Paragraph	Page
Editing publications.....	174	96
Educational activities.....	204-208	106
Enemy morale technique.....	52	20
Engineers, Corps of.....	258	142
Enlisted assistants.....	35	15
Equipment:		
Athletics.....	151	84
Radio activities.....	203	105
Estimate of morale status.....	111	44
Evaluation of morale factors.....	111-119	44
Exchanges.....	218-222, 276	120, 149
Executive Division.....	25	10
Explanation.....	59, 65	22, 24
Facilities.....	258-268	142
Facilities Division.....	26	11
Field army special service section.....	35	15
Field house.....	269	148
Files.....	47	19
Flying cadets' recreation buildings.....	261	144
Foreign stations.....	133, 144	75
Functions:		
Special Service.....	19	8
Special service officer.....	10	5
Funds:		
Allotment.....	287	157
Athletic equipment.....	149	83
Construction.....	258	142
Decoration.....	286	156
Distribution.....	289	158
Expenditure.....	291	159
Libraries.....	230	127
Local resources.....	290	158
Procurement code.....	293	160
Regulations.....	292	159
Use.....	25, 288	10, 157
Games.....	152	84
Group morale factors.....	121	62
Group singing.....	187	100
Guest conductors.....	185	99
Guest houses.....	224, 273	123, 149
Headquarters organization.....	25	10
Historical background.....	11-16	6
Hobby groups.....	194-199	102
Hospital recreation buildings.....	262	144
Hostesses.....	237-250	130
Improvisation.....	9	5
Indices of morale trends.....	118	47
Individuals, morale factors.....	64-70	23

INDEX

	Paragraph	Page
Induction, potential maladjustment.....	82, 83	29
Information:		
Division.....	26	11
Status of morale.....	112	44
To soldiers.....	140	78
Insignia.....	24	10
Inspections.....	112	44
Insurance.....	136	77
Interior decoration.....	284	151
Joint Army and Navy Committee.....	148	82
Landscaping.....	283	151
Leadership.....	120	62
Legal aid.....	138	78
Librarians.....	237-250	130
Libraries.....	226-236	126
Line officers.....	113	45
Mail.....	127, 134	67, 75
Maladjustment, potential.....	82-88	29
Malingering.....	73	26
Maneuvers:		
Civilian activities.....	128, 129	68, 69
Conclusions.....	130	70
Plans.....	126	66
Recreational activities.....	127	67
Medical factors:		
Combat.....	74	27
Soldier's comfort.....	75	27
"Sub-clinical" illness.....	76	27
Surgeon.....	72	26
Venereal disease.....	77-81	27
Morale Branch.....	12-15	6
Motion Picture Service.....	26, 127, 214-217	11, 67, 116
Motivation, individual.....	55	21
Music.....	157, 176-193	91, 97
Musical productions.....	154	89
National anthem.....	177	97
National Recreation Association.....	150	83
Newspapers.....	168-178	94
Notes on Morale Activities.....	251-254	137
Office administration.....	46-49	19
Officer candidates' recreation buildings.....	261	144
Operative organization.....	26	11
Opinions.....	112, 117	44, 46
Organization.....	24-28	10
Outlying bases.....	133, 134	75
Painting.....	284	151
Patriotism.....	71	25

## INDEX

Personnel:	Paragraph	Page
Educational.....	205	106
Field army special service section.....	35	15
Special Service.....	24	10
Personnel classification.....	102-110	36
Physical training.....	68, 141-152	24, 80
Planning:		
Athletics.....	141	80
Importance.....	1	3
Theaters of operations.....	125	65
Training.....	66	24
Planning Division.....	25	10
Plans, construction.....	265	144
Policies.....	21	9
Post special service—		
Officer.....	33, 45	15, 18
Section.....	44	18
Procurement authorities.....	293	160
Professional—		
Musical groups.....	190	100
Theatricals.....	167	93
Profits, exchanges.....	221	120
Publications:		
Soldier.....	168-175	94
Subversive.....	235	129
War Department.....	46	19
Purpose of manual.....	4-7	4
Purposes, Special Service.....	17, 18	8
Qualification card:		
Enlisted men.....	104	36
Officers.....	107	37
Use.....	105	37
Quarters, hostesses and librarians.....	245	133
Radio activities.....	192, 200-203	100, 104
Reading.....	204, 226-236	106, 126
Reclassification.....	110	39
Recommendations.....	8, 19	5, 8
Records.....	46, 191	19, 100
Recreation:		
Buildings.....	269-280	148
Camps.....	255-257	139
Maneuvers.....	127-130	67
Officer, division.....	40	16
References.....	7, App.	5, 162
Relief of troops.....	115	46
Reports:		
Arms and services.....	22	9
Examples.....	119	47
Preparation.....	119	47
Units and organizations.....	112	44

	Paragraph	Page
Research .....	18, 19	8
Research Division .....	26	11
Responsibility .....	8-10, 29	5, 13
Reward .....	67	24
Service clubs:		
Buildings .....	270-272	148
Cafeterias .....	225	124
Libraries .....	229	127
Operation .....	223	123
Service specialists, relation .....	72	26
Sets, stage .....	161	91
Singing .....	187	100
Soldiers' and Sailors' Civil Relief Act .....	137	77
Special Service:		
Administration, local .....	28	12
Communication with Government entities .....	23	9
Control .....	20	9
Creation .....	16	8
Functions .....	19	8
Headquarters organization .....	25	10
Historical background .....	11-16	6
Operative organization .....	26	11
Personnel .....	24	10
Policies .....	21	9
Purposes .....	17, 18	8
Reports .....	22	9
Staff officers .....	10, 113	5, 45
Star Spangled Banner .....	177	97
Study and research .....	18	8
Subcommittee .....	148	82
Subversive influences .....	89-101, 235	31, 129
Surgeon .....	72	26
Swimming pools .....	279	150
Tactical organizations .....	35-40	15
Theater buildings .....	277	149
Theaters of operations:		
Advance planning .....	125	65
Construction .....	268	146
Regulations flexible .....	124	65
Tournaments, dramatic .....	164	92
Training:		
Consistency .....	63	23
Discipline and drill .....	59-63	22
Military excellence in morale .....	58	22
Objective of morale .....	57	22
Realistic .....	2	3
Spontaneous response .....	61	23
Supplements .....	3	4
Transports .....	131, 132	72

INDEX

	Paragraph	Page
Venereal disease.....	77-81	27
War Department Theaters.....	214-217	116
Welfare:		
Activities.....	135-140	77
Maneuvers.....	127-130	67
Welfare Division.....	26	11
Will power.....	51	20
World War experiences.....	11-14	6
WPA projects.....	280	150

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BY ORDER OF THE SECRETARY OF WAR:

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*Chief of Staff.*

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*Major General,*  
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(For explanation of symbols see FM 21-6.)



















